

Austria	Switzerland	Indonesia	Japan	Pakistan	Peru
Belgium	Denmark	Ireland	Malta	Poland	Philippines
Canada	Finland	Portugal	Portugal	Portugal	Portugal
China	Costa Rica	Costa Rica	Costa Rica	Costa Rica	Costa Rica
Denmark	France	Germany	Germany	Germany	Germany
Spain	Portugal	Lebanon	UK	Japan	Singapore
Germany	Portugal	Spain	UK	UK	Singapore
Greece	Portugal	Spain	UK	UK	Singapore
Hungary	Portugal	Spain	UK	UK	Singapore
Iceland	Portugal	Spain	UK	UK	Singapore
India	Portugal	Spain	UK	UK	Singapore

EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

## IT IN EUROPE

Suppliers face  
hectic competition

Section III

Newspaper of the Year

Tuesday March 17 1992

FD 8523A

World News Business Summary

### Warnings for South African whites on eve of reform poll

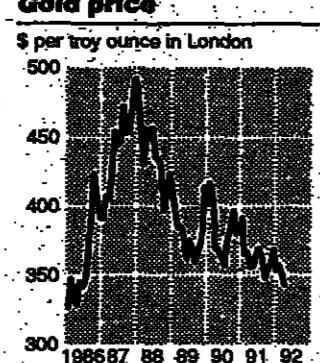
### French to probe Glaxo migraine drug promotion

Black and white leaders have warned white South Africans that turmoil and destruction lie ahead if they fail to endorse President F.W. de Klerk's reforms in today's referendum of the country's 3.8m whites. Page 20

Iraqi 'supergun' affair: British officials suspect Glaxo of arranging heavy press coverage to whip up demand for the drug among patients before the government has carried out full checks. Page 20

GOLD hit its lowest price in London since July 1986, dropping to \$341 a troy ounce at one stage and finishing \$3.80

#### Gold price



US unions stay neutral: Most US unions have decided to remain uncommitted in today's Democratic primaries in Michigan and Illinois, despite intense lobbying from Jerry Brown, former governor of California, for their endorsement. Page 3

Blue Arrow trials: Britain's Serious Fraud Office is intending to mount two further trials against the four remaining defendants in the Blue Arrow scandal. Page 5

Finns in EC protest: Hundreds of Finns protested against the European Community outside parliament in Helsinki as deputies debated a controversial government proposal to see EC membership. Long road to Brussels. Page 2

Helicopters salvaged: Rescuers recovered the bodies of five oil workers and the wreckage of a helicopter which plunged into the North Sea killing 11 people. Six men survived the accident off the Scottish coast. Page 6

Turkish toll reaches 376: Rescue teams said there was little hope of finding more survivors from the powerful earthquake which hit the Turkish city of Pruduct on Friday. Officials said 376 bodies had been recovered so far.

East Timorese on trial: Two East Timorese university students have gone on trial for allegedly organising a protest in Jakarta against an Indonesian army massacre in Dili in which up to 180 people were killed. Fernando de Araujo and Joao Freitas da Camara face the death penalty. Page 7

Iran protests seizure: Iran has attacked as "obscene and illegal" an Istanbul court's decision to confiscate a ship which was stopped by Turkish forces in the Bosphorus last October while carrying a cargo of arms to an Iranian port. Page 4

Relief for cosmonaut: A spacecraft is due to dock with the Mir space station on Thursday and will bring cosmonaut Sergei Krikalyov back to Earth. Krikalyov has spent 10 months in space, during which time the Soviet Union

collapsed. Page 18

PLAYMATES International: Hong Kong, maker of Teenage Mutant Ninja Turtles, is still the world's most profitable toymaker despite announcing a 27.5 per cent earnings drop to HK\$381.5m (US\$114.5m) as Turtle sales dwindled. Page 23

HYPO-BANK: Germany's Bayerische Hypotheken-und Wechsel-Bank is launching a one-for-six rights issue soon aiming to raise DM910m (US\$45m) for expansion. Page 22

WPP of the UK, world's biggest marketing services group, blamed falling advertising expenditure for its 38 per cent drop in annual taxable profits to £55.1m (US\$7m). Revenues were down 8.3 per cent. Page 21; Lex, Page 20; Background, Page 18

CHRISTIES International, UK auctioneer, slashed its final dividend from 6p to 1p after annual taxable profits dropped from £43.1m to £8.4m. The share fell 12p to 115p on London. Page 27; Lex, Page 20

INVESTCORP: International bank which feeds Arab money into western industry, is leading a group of investors in a £450m bid to acquire Circle K, US stores chain. Page 24

IML: Big UK-based engineering group, saw 1991 pre-tax profits fall by over a third to £73.3m (£129m) as depression hit its titanium business. Page 27

FT NO. 31,711

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### Yeltsin heads defence ministry while 1.5m strong force is created

### Russia to form its own army

By John Lloyd in Moscow

MR BORIS Yeltsin, the Russian president, yesterday signed a decree clearing the way for the restoration of a purely Russian army, 70 years after its defeat in the First World War precipitated the Bolshevik revolution.

The decree, signed immediately after Mr Yeltsin's return from holiday, creates a Russian defence ministry of which he will take temporary charge while the military forces are created and the lines of command clarified. This is a break with both Soviet and Russian Tsarist tradition under which the post was held by a military officer.

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## AMERICAN NEWS

## Midwest applies litmus test

Jurek Martin in Chicago previews today's presidential primaries

THE Rust Belt, as the Midwest is often unkindly called, still matters in American politics for one very simple reason. Enough people live here to ensure that nobody is going to become president of the US without winning at least a share of these states in the November general election.

No strategy based exclusively on the south or the far west, or even the two combined, can have other than a faint hope of success.

For those seeking the Democratic party's nomination, especially for those from other parts of the country, the Mid-

west is the litmus test of political acceptability.

Governor Bill Clinton of Arkansas, former Massachusetts senator Paul Tsongas and former California governor Jerry Brown have from the south, the north-east and the west respectively and all, having won at home, need to show they can score away. Here the audience does not view them as favourite sons. It wants to know more about them.

It is also often said that the Midwest is the microcosm of America's current problems. It contains ailing manufacturing industries, run-down inner cities plagued by drug and

excesses, ethnic and racial strife, overstretched hospitals and underfunded schools.

The reality may be better than the awful picture sometimes portrayed, but nobody is claiming that an economic and social Garden of Eden has been rediscovered on the shores of the Great Lakes.

So it is to Illinois and Michigan, which vote today, and to Ohio, Indiana and Wisconsin with later primaries, that the three Democrat contenders come with hope - and trepidation. They can be made here as legitimate candidates, or they can be broken. To a much lesser extent the same applies to the two Republicans.

In reality, Illinois and especially Michigan must constitute Mr Patrick Buchanan's last real stand to regain, as he puts it, "the conservative heart and soul" of the Republican Party, from the apostasy of President George Bush.

He could go on after losing badly here, over to California in June, but increasingly people will stop listening. In Chicago the anecdotal evidence is they already have.

The same risk attaches to Mr Tsongas on the Democratic side. There is a lot of administration for the honesty and directness of the Tsongas message. At least he says the country must pay a price for its

excesses.

But his relative lack of money and organisation seem to be underlining the more widespread perception among Democrats that a Greek from Massachusetts, who has already been hammered by Mr Clinton in the southern primaries, simply cannot win in November. If political organisation means anything, which it still does, though less than it used to, in these two states, Mr Tsongas cannot be sanguine about the outcome today.

This does not apply to Mr Brown for two reasons: he is better known and he can run on shoestring finances. Moreover, if there is inchoate rage out there about the system, which there is, then Mr Brown, inveigling against the establishment in all its forms, is actually the man with the tap it has. He has, after all, literally nothing to lose and, to the disaffected, he makes some kind of sense.

He can also wound and goad, as Mr Buchanan has President Bush. In the television debate on Sunday night here, he launched an extraordinary vicious attack on Mr Clinton, waving a Washington Post in the air and claiming that the governor of Arkansas and his wife, a prominent lawyer in the state, had no sense of priority.

**Illinois**  
Population: 11.4m  
Ethnic composition:  
75.3% white  
14.8% black  
2.5% Asian  
(7.9% Hispanic)\*

Unemployment rate:

1988: 5.8%  
Feb 1992: 8.5%

Bankruptcies:

1988: 31,472  
1991: 42,710

1988 Presidential vote:

Republican: 51%  
Democrat: 49%

Convention delegates:

Republican: 85  
Democrat: 164

**Michigan**  
Population: 8.3m  
Ethnic composition:  
83.4% white  
13.9% black  
1.1% Asian  
(2.2% Hispanic)\*

Unemployment rate:  
1988: 7.6%  
Feb 1992: 9.0%

Bankruptcies:

1988: 15,623

1991: 25,423

1988 Presidential vote:

Republican: 54%

Democrat: 46%

Convention delegates:

Republican: 72

Democrat: 131



Jerry Brown puts his case to a Michigan Baptist congregation

## A new industrial resilience belies Rust Belt blues

IN CHICAGO recently, 9,000 people queued in a blizzard for hours to apply for 500 hotel jobs. Last month General Motors told 4,000 workers in Ypsilanti, Michigan that their plant, rather than one in Texas, would be closed. To many, it feels as if the worst days of the Rust Belt are back.

It is not surprising, then, that the candidates in the presidential primaries this year have been tempted to play to the region's economic distress.

However, the story of the Midwest's economy is not in fact as bad as it is in the country as a whole, writes Barbara Durr.

The region has suffered less in this recession than it did in the early 1980s, said Mr David Allardice, assistant director of research at the Federal Reserve Bank of Chicago.

While the slowdown has recently begun to deepen in the Midwest, many regional analysts still say the region will pull through 1992 in better shape than the rest of the country.

In the past, the Midwest, as the industrial heartland, has tended to lag behind the nation in its economic downturn and then rebound more slowly. Analysts believe the Midwest may have fundamentally changed.

"The region has been restructuring and is in a better competitive position," said Mr Robert Schorbus, manufacturing analyst at the Chicago Fed. This has included retrenching through more capital expenditure, reduced workforces and higher productivity. Helped by a slumping of inventories over the past several months, the Midwest may well be able to bounce back more quickly than ever, he said.

While the General Motors cuts, the demise of Midway Airlines and a long strike at Caterpillar have taken their toll on employment in Illinois and Michigan, the total number of jobs has edged up - 0.5 per cent between December and January - in the five-state area of Michigan, Indiana, Illinois, Iowa and Wisconsin.

One of the key boosts for the trimmer heartland since the start of the recession in July 1990 has been exports, in particular of capital goods. The region accounts for a large share of US capital goods production exports of which have

been growing at about 10 per cent a year over the last two years, compared with total US export growth in 1991 of 7.8 per cent.

The export picture for this year has, however, been clouded by the economic slowdowns in Germany and Japan.

But, says Ms Diane Swonk,

regional economist for First Chicago: "Trade won't fall apart like some people think."

Ms Swonk believes that as long as the dollar stays relatively competitive, Mexico and other newly-industrialising countries will pick up some of the slack in exports. Capital goods demand from Canada, which alone accounts for between 40 and 50 per cent of the region's trade, would also pick up later this year, she said.

The real estate sector in the Midwest has not been the plague that it has in other regions, largely because commercial property was not excessively overbuilt, though the vacancy rate is rising in Chicago - and home values did not rise sharply as they did elsewhere.

One of the more marked differences between the region and the nation is in single-family homes. Between 1985 and 1991, single-family (detached) housing starts, an indicator of middle-class prosperity, remained almost unchanged in the Midwest while they dropped 22 per cent in the country as a whole. First Chicago expects them to rise 24 per cent in the Midwest this year.

Agriculture has recuperated from its trough in the mid-1980s and has been on a steady if unspectacular course. The US exports 20 per cent of its maize and half its wheat, the bulk of which come from the region.

Net cash farm income dropped 6 per cent last year and is expected to fall slightly again this year. But, overall, the farm sector has not had as serious a downturn as the rest of the economy.

Exports are expected to enjoy a slight increase this year, largely from more shipments of and higher prices for wheat.

Meanwhile the Midwest's old complaint that it has not won enough defence contracts has turned out to be a blessing. The wrenching shrinkage of the US defence industry will barely be felt in the region.

With respect to the Midwest's longer-term prospects, adjustment in the motor industry, some 60 per cent of which is concentrated in the region, and an increasing orientation to exports will be key, according to Mr Robert Dieli, regional economist for Northern Trust Company in Chicago.



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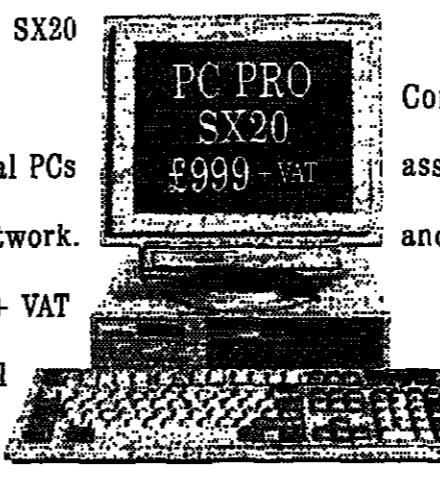
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## Unions hold off endorsing candidate

By Geoffrey Dyer in Washington

MOST US unions have decided to stay uncommitted in today's Midwest Democratic primaries in Michigan and Illinois, despite intense lobbying from Mr Jerry Brown, former governor of California, for their endorsement.

Twelve labour organisations which had previously supported Mr Tom Harkin, the left-wing Iowa senator who pulled out of the race last Monday, met in Washington last week to consider whom to back.

But Mr William Byland, president of the International Union of Electronic Workers (Iuew), said after the meeting that there was "no chance of me endorsing anyone" before today's primaries.

Some labour leaders are sympathetic towards Mr Brown, the only candidate to oppose the North American Free Trade Agreement (Nafta), which some unions feel could endanger US jobs by encouraging companies to shift their factories to Mexico.

However, Governor Bill Clinton of Arkansas has also won some union backing.

Nikkei index dips to less than 20,000

## World fund managers phlegmatic over fall

TECHNICAL analysts in London suggested that the Nikkei could fall another 5,000 points, after shares on the Tokyo stock exchange closed at their lowest level for five years yesterday and the Nikkei index of leading stocks dropped through the 20,000 barrier.

The Nikkei index lost 618.90 points to close at 19,837.16.

Fund managers around the world were however more phlegmatic. In London, Mr Patrick Thompson, a director of Fleming Investment Management, said that Fleming had hoped that the index could hold 20,000. "But on the day," he said, "domestic sentiment was completely shot."

Mr Thompson thinks that, under 20,000 on the Nikkei, and certainly at 15,000 or below, Japanese equities will

By William Cochrane in London, Ian Rodger in Zurich and Karen Zagor in New York

start looking cheap by their own historic standards, and by reference to the domestic bond market.

However, he also thought that domestic buyers would need encouragement, in the shape of further interest rate cuts and a greater degree of fiscal stimulus than the economy has seen so far.

Mr Peter Widmer, director of Bank Julius Baer in Zurich responsible for international institutional asset management, did think the market could go lower: "The drop below 20,000 will obviously have a short-term impact," he said. "There could be a sell-off - perhaps 10 per cent - leading to buying opportunities."

Mr Widmer said Baer had about a third of the equity portion of its portfolios in the Tokyo market at its peak, but that now it had virtually nothing, except for some lingering positions in Swiss franc convertibles.

"A lot of stocks have dropped by 60 to 70 per cent so we are actively looking for jewels. Corporate results will be lousy, not only those announced in the next month or so, but also in September."

Fidelity Investments, the largest mutual fund company in the US, said that it, too, did not have much to worry about.

Mr John Hickling, who manages Fidelity's international growth and income fund, said: "I've been very dramatically underweight in Japan for some time."

"A lower stock market would make Japan more interesting to us, but right now it's a bit like catching a falling knife - sometimes it's safer to let it stick in the ground than to catch it in mid-air."

Looking ahead, Mr Hickling expects a little weakness in the Japanese market through March until funds start trading for settlement in April, when there should be some sort of a bounce.



That sinking feeling: stockbrokers gaze at the Tokyo exchange yesterday as share prices plunge

### Israel ready to host arms probe

ISRAEL is willing to host a US fact-finding team and meet any other US requests to disprove allegations it may have illegally shared US arms technology with China, Mr Moshe Arens, the Israeli defence minister, said yesterday, Reuter reports from Washington.

Mr Arens, speaking to reporters at the Pentagon after meeting Mr Dick Cheney, the US defence secretary, said the allegations, which Israel has strongly denied, were a "serious matter".

"We'll be looking at ways of making sure that the US can verify" that Israel, contrary to US intelligence, never shared US-made Patriot missile technology with China, Mr Arens said. "Because that is the case."

### WORLD PHARMACEUTICAL CONFERENCE

## More concentration in drugs industry seen as inevitable

By Paul Abrahams

**F**URTHER concentration of the world's pharmaceutical industry is inevitable, according to Professor Horst Meyer, head of pharmaceuticals at Bayer, the German chemicals group.

The need for substantial investment in research and development, required to discover "block-buster" drugs with sales of more than \$500m a year, was beyond the means of all but the largest companies, he explained yesterday at the Financial Times World Pharmaceuticals Conference in London.

The top ten companies were spending 35 per cent of all money dedicated to pharmaceutical research and development, and the proportion was likely to increase, he said.

In addition, smaller companies were handicapped by their inability to market drugs in the three largest markets - the US, Europe and Japan. The top pharmaceutical groups were able to recover their ever-larger investments by selling the drugs in all three areas, added Professor Meyer.

However, Mr Bernard Taylor, executive chairman of Medeva, the small UK pharmaceuticals group, said

## Iran assails Turkey over arms grab

By Michael Field in Tehran and agencies

IRAN has bitterly attacked Turkey after a state security court in Istanbul confiscated a ship carrying a cargo of arms on its way to an Iranian port.

The 2,700 tonne Cypriot-registered Cape Maleas was stopped in the Bosphorus last October soon after it had left a Bulgarian port carrying anti-aircraft guns, rocket launchers and ammunition.

The Turkish court said the vessel was "shipping arms and ammunition in an organised manner" and was thus in contravention of an international treaty which requires all arms shipments through the Black Sea and Aegean to be notified to the Turkish authorities.

Iran gave no such notification, claiming that the Bosphorus counted as international waters.

Iran had hoped that after the ship was seized its release would be assured both by diplomatic efforts and through the good relations enjoyed by President Ali Hashemi Rafsanjani and Mr Turgut Ozal, his Turkish counterpart, who is associated with an Islamic constituency in Turkish politics.

However, the state security court yesterday handed the freighter over to the Turkish armed forces. Although the 24-man crew was freed late last year, the court sentenced its captain to five years in prison.

Iranian officials do not accept that a Turkish court

can be politically independent and say they believe Mr Suleiman Demirel, the prime minister, and ultimately the US, are behind the decision.

In an editorial at the weekend, the Tehran Times, known to reflect the views of Mr Rafsanjani, said the decision seemed to favour the American strategy of starting a cold war tension between Iran and Turkey.

The report went on to condemn what it described as the "widespread corruption and practice of bribery in the Turkish bureaucracy", accusing the highest levels of the Turkish government of corruption.

Even allowing for the fact that the Iranian government's

rhetoric is more colourful than its actions, these attacks in the Iranian press show that the government is deeply upset.

Ayatollah Musavi Tabrizi, the Iranian prosecutor general, on Sunday cancelled a meeting with the Turkish ambassador and called the confiscation "obscene and illegal".

Turkish officials, meanwhile, have claimed that Iran is backing an organisation called Turkish Hizbullah which they claim is active in south-eastern Turkey and aims to overthrow the Ankara government.

The report went on to condemn what it described as the "widespread corruption and practice of bribery in the Turkish bureaucracy", accusing the highest levels of the Turkish government of corruption.

The Iranian foreign ministry has replied that the forging of such charges are "the common practice of Turkey's propaganda machinery".

By Michael Field in Tehran and agencies

### UK shipyard to build two Oman warships

By David White, Defence Correspondent

BRITAIN'S Vosper Thornycroft shipyard has been told to go ahead with construction of two missile-carrying corvettes for Oman, in the first significant foreign order for British warships for more than three years.

The deal, confirmed at the weekend after months of negotiation, is worth more than £150m including support.

Details of the planned armament for the ships, due to be built over the next four years, are being kept secret.

The 83-metre corvettes represent the UK's biggest naval order since Vosper Thornycroft received the go-ahead from Saudi Arabia in 1988 to build the first three in a planned series of mainliners.

Mr Chris Girling, the group's finance director, said the Oman order would not affect plans already under way for 350 redundancies at the yard.

But he said it would assist Vosper Thornycroft's competitiveness in other export markets by enabling it to resume steel shipbuilding work in addition to vessels made of glass-reinforced plastic.

In 1989, the Southampton-based shipbuilder was set to build three corvettes of the same type for Brunei. But the Brunei government subsequently decided to re-open the contract to international competition and has yet to invite fresh bids.

According to Dr Hakan Mognen, president and chief executive of Astra, the Swedish company, pharmaceuticals groups would also have to concentrate their research efforts in a limited number of fields if they wanted to be successful.

Several countries in Asean, which groups Singapore, Thailand, Malaysia, the Philippines, Indonesia and Brunei, have expressed concern about Brunei's handling of its Moslem minority and the fate of thousands of Burmese Moslems who have recently crossed the border into Bangladesh.

## Foreign investment in Taiwan falls 61%

By Luisetta Mudie in Taipei

FOREIGN investment in Taiwan's industries fell 61 per cent to US\$132m in the first two months of the year from the same period last year, while Taiwanese investment abroad dropped by 66 per cent to \$229m.

Japan was once the biggest investor, according to figures published yesterday by the Ministry of Economic Affairs. More than \$56m of funds for investment into Taiwanese industry were approved in January and February. The second largest was Europe, with \$26m.

Rising operating costs on the island have taken their toll on inward investment, and the world recession has affected both inward and outward investment.

according to economists.

Foreign investment interest centred on trade and the electronics industry. However, foreign investment in electronics fell nearly 80 per cent from last February, and investment in the plastics sector increased more than 10-fold.

Analysts say, however, that these statistics are based on applications approved, not on funds actually entering the country, and that duplicate applications by foreign companies in several countries in the region can lead to over-estimation of foreign investment.

Although Taiwanese investment abroad decreased overall, funds approved for investment in the US were up by nearly 40

## US chip company signs Japanese licensing deals

By Steven Butler in Tokyo

TEXAS Instruments (TI), the US semiconductor company, has signed cross-licensing agreements with two Japanese companies that recognise TI's claim to have invented the integrated circuit, a fundamental device in all modern electronic equipment.

The agreements, with Sharp and Ricoh, represent an important step for TI towards protecting hundreds of millions of dollars in patent rights in Japan. They are particularly significant because they are the first such agreements since a decision last summer by Fujitsu, the Japanese computer company, to dispute TI's claim in the Japanese courts.

It had been feared that other companies would hesitate to recognise the Texas Instruments patent until its dispute with Fujitsu had been resolved.

Texas Instruments said yesterday, however, that it was continuing to negotiate licensing agreements with at least ten other electronics companies, including Mitsubishi Electric, and that the negotiations appear to have been unaffected

by the Fujitsu dispute.

Seven Japanese companies have now accepted the Texas Instruments patent claim, including Toshiba, Oki Electric, Matsushita and NEC.

Texas Instruments first applied for a Japanese patent for the integrated circuit in 1958, but struggled until 1989 before the "Kilby" patent - named after a co-inventor of the integrated circuit, Mr Jack Kilby - was accepted by the Japan Patent Office.

Texas Instruments' claims the patent covers fundamental technology that applies to all integrated circuits, while Fujitsu claims its own semiconductor devices do not use Texas Instruments' technology.

Fujitsu last July sought a court determination that the Texas Instruments patent does not apply to Fujitsu products. Seven court hearings have been held to date, and final resolution is expected to take at least another year. Texas Instruments hopes that recognition of its patent by other Japanese companies will support its case.

## Indians shift stance on N-weapons

By David Housego in New Delhi

THE Indian government yesterday confirmed an important shift in foreign policy when it told parliament that India would soon begin bilateral talks with the US on nuclear non-proliferation in South Asia.

The first round of talks are due to be held in New Delhi in May when a US delegation will explore the possibility of confidence building measures between India and Pakistan aimed at making South Asia - where both countries have a nuclear capability - a nuclear-free zone. Possible measures could include mutual inspection of nuclear facilities and troop redeployments aimed at reducing border tensions.

A further sign of the new warmth of ties between India and the US was the confirmation by Mr Eduardo Falero, minister of state for external affairs, that the US and India would for the first time conduct joint naval exercises. The exercises reflect the collapse of India's Treaty of Friendship with the Soviet Union and the US's increasing coolness towards Pakistan - formerly its closest ally in the region.

The shift in policy, which emerged publicly during the talks that Mr J N Dixit, India's foreign secretary, held in Washington last week, provoked a parliamentary uproar here with the opposition charging that the government had caved in to US pressure.

The US has been pursuing non-proliferation in South Asia more vigorously since the disclosure of Iraq's nuclear capability and the threat that the Islamic republics within the former Soviet Union might also gain possession of nuclear weapons.

Mr Falero repeated to parliament that India would not sign the nuclear non-proliferation treaty by which India regards as discriminating in favour of existing nuclear powers, including China. He also put into cold storage the US proposal, backed by Pakistan, for a five nation conference on regional non-proliferation. Participants would have been included Russia and China - whom India regards now as having no role in this region.

India's counter-proposal for bilateral talks with the US on non-proliferation makes a big advance from the rigidity that has governed Indian nuclear policy for over a decade.

## Iraq and UN prepare for oil sale talks

IRAQ and the United Nations are expected to resume talks later this week on the possible sale of \$1.6bn worth of Iraqi oil but no definite date has yet been set, a UN spokesman said yesterday. Reuter reports from New York.

The spokesman also announced that the UN team would be led by Mr Giandomenico Picco, the assistant secretary-general who led efforts to secure the release of hostages held in Lebanon.

Mr Picco, an Italian national, will replace Mr Kofi Annan of Ghana, the assistant secretary-general who headed UN negotiators at previous talks with Iraq in Vienna in January but has since been assigned other duties.

The announcement followed a meeting between Mr Boutros Boutros Ghali, the UN secretary-general, and Mr Tariq Aziz, Iraq's deputy prime minister, who had been taking part in a Security Council debate last week on Iraq's alleged failure to comply with council resolutions requiring the scrapping of its weapons of mass destruction.

Iraqi sources in Baghdad said earlier yesterday the Vienna talks might begin next week rather than this week, since Mr Aziz had not yet returned home and reported to his government.

Iraq is bound by UN economic sanctions imposed after its invasion of Kuwait in August 1990.

The Security Council last September authorised the sale of \$1.6bn of oil over a six-month period to enable Baghdad to buy nearly \$1bn worth of humanitarian supplies, to begin feeding a UN Gulf war reparations fund, and to pay for the destruction under UN supervision of Iraq's weapons potential. Baghdad has so far rejected the plan on grounds it would be of limited benefit while violating the country's sovereignty.

Expressed readiness to renew the oil sales scheme in some form after it expires on March 18, but may first wish to await the outcome of the next round of talks in Vienna.

## Singapore opposes Asean move over Burma

By Kieran Cooke in Singapore

SINGAPORE's prime minister, Mr Goh Chok Tong, has ruled out any unified initiative by the Association of South East Asian Nations on Burma for that country's widespread repression of its Moslem minority.

In an interview with the Financial Times, Mr Goh said developments in Burma could have a destabilising effect on the region but it was not Asean's style to seek a common position on a particular political problem.

Several countries in Asean, which groups Singapore, Thailand, Malaysia, the Philippines, Indonesia and Brunei, have expressed concern about Brunei's handling of its Moslem minority and the fate of thousands of Burmese Moslems who have recently crossed the border into Bangladesh.

Mr Goh said each of these protests had been delivered individually. There was no common approach within Asean to Burma.

Asked about the considerable arms build-up in south-east Asia recently, he said this was not a response to US withdrawal from the area. That officers

in other countries in the region always have rejected demands from their Burmese counterparts to withdraw from the area, and the military-installed government in Bangkok, which enjoys good relations with Burmese guerrillas, has shown no public sign of concern.

Further north, the Burmese army's capture of Sleeping Dog Hill at the weekend could lead to the capture of the nearby Karen headquarters at Mawngplaw.

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## INTERNATIONAL NEWS

## Portuguese slowdown worse than expected

By Patrick Blum in Lisbon

**P**ORTUGUESE economic growth was smaller than expected last year, with investment and industrial activity showing clear signs of slowing down, according to Portugal's National Statistics Institute (INE).

The INE figures were published at the weekend in *Setenário Económico*, the leading economic and business weekly newspaper, which will publish a full report on the economy later this month.

The figures suggest that gross domestic product grew by only 3 per cent in 1991, compared with previous official estimates of 2.7 per cent. The new figure is markedly lower than the 4.2 per cent growth

achieved in 1990, and while it remains above an estimated 1.3 per cent average growth for the European Community last year, the extent of the slowdown is more pronounced than had been thought.

There was a smaller-than-expected rise, of about 2 per cent in real terms, in investment, down from a rise of 7.3 per cent in 1990, while the use of industrial capacity is calculated to have declined by between 2 and 3 percentage points.

According to INE, exports grew by only 1 per cent, while imports rose by 5.4 per cent with a strong increase in consumer goods imports.

These latest figures underlie

### More staff vital, say German customs

By Christopher Parkes in Bonn

**G**ERMANY customs officers yesterday demanded more staff to round up "cattle by the herd and cigarettes by the tonne" smuggled yearly across the frontiers with Poland and Czechoslovakia.

The European Community would become "a playground for international bandits" if border security to the east and the south were not tightened, Mr Richard Müller, chairman of the BDI, customs officials association, said yesterday.

Central bank officials said at the weekend they were maintaining their estimate of 2.7 per cent growth for last year, though other economists suggested growth could turn out to have been even lower than the 2 per cent envisaged by INE.

## Norway weighs cost of arms

By Karen Fossel in Oslo

**N**ORWAY'S Defence Commission yesterday unveiled a far-reaching study, based on two years' work, advocating zero growth in military expenditure over the next 15 years.

The commission's recommendation for military spending is 1.8 per cent lower than that made last Friday by Admiral Torvald Rein, the Chief of Defence. It was based on an absolute minimum requirement enabling Norway to defend itself against an invasion for between two and four weeks while awaiting

allied reinforcements.

The difference in expenditure between the two recommendations is about Nkr50bn (\$7.8bn) from 1993, excluding Nato infrastructure costs. But the commission's recommendation is based on its study of the perception of future military threat to Norway and what is necessary for the country to maintain a credible defence structure.

The commission's study calls for investment of Nkr35.26bn in the period 1993-2008 while Admiral Rein recommends expenditure of Nkr42.1bn during

ing 1985-2012.

Mr Kaare Willoch, the former conservative prime minister who headed the Commission, said 14 out of 15 members agreed investment in military hardware should comprise 30 per cent of investment during the next decade. The commission therefore sees a marked shift in military investment from personnel and administration to hardware for the airforce and navy.

The two studies will be used as working documents by the Ministry of Defence to plan long-term defence investment.

## Nationalists gain in Catalan elections

**N**ATIONALISTS made significant gains in Sunday's elections to Catalonia's autonomous parliament, which returned Mr Jordi Pujol to power for a fourth successive mandate with an increased majority, writes Tom Burns from Madrid.

Mr Pujol's centre-right Convergencia i Unio (CiU) coalition gained 71 seats in the 135-member Catalan parliament, two more than in the 1988 elections.

Meanwhile, Esquerra Republicana de Catalunya (ERC), a party that for the first time was openly calling on voters to back independence for Catalonia, doubled its share of the vote to 8 per cent and raised its membership in the

assembly from six to 11.

The Socialist party was the chief casualty of the poll, with the loss of three seats and returning of 39 members, its worst result to date in the Catalan legislature.

The shifting support for the local socialists could indicate a growing disillusionment with the Madrid government — where the socialists hold sway — in the wake of a succession of corruption scandals.

The Communist party, formerly the third force in Catalonia, lost two of the nine seats it held four years ago, while the Madrid-based conservative party, Partido Popular, won seven seats, one more

than in 1988, and the small liberal party, Centro Democrático y Social (CDS), which had three members in the outgoing parliament, failed to return a single member.

The polls highlighted the growth of nationalism in Catalonia with the locally based parties, CiU and ERC, obtaining 61 per cent of the vote between them, up from 55 per cent in 1988's regional polls.

Mr Pujol now emerges as a powerbroker in national politics, with general elections due next year likely to rob the Socialists of their present slim majority and elect a hung parliament. The CiU returns between 18 and 20 members to the Madrid parliament in general elections.

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## France divided on Arab links

**F**rance has appeared much more sympathetic to the engineers of the coup which two months ago interrupted Algeria's first multi-party elections since the recent visit to Paris of Mr Lakhdar Brahimi, the Algerian foreign minister.

It has underlined this support by increasing a revolving line of credit, granted in 1990, from FF1.4bn (£300m) to FF1.4bn. However, such gestures cannot conceal the very contradictory reactions of the French political establishment to events in Algeria.

This confusion stands in contrast to the reactions of some leading French industrialists and of the former prime minister Raymond Barre.

Mr Barre believes that France should consider a bold gesture, such as deferring payments on Algeria's FF1.4bn French state guaranteed debt for two years. This would give the country breathing space at a time when a 74 per cent debt service ratio is throttling its economy.

According to Mr Barre: "We [France] could play an active role, together with the Japanese, who are Algeria's second largest creditor, and the IMF to help the Algerians implement the economic reforms aimed at liberalising the economy and creating jobs which have already set in motion."

However, France's leaders are facing the most serious domestic crisis in a decade and President François Mitterrand to appear disinterested in foreign affairs beyond Europe.

The authorities are further hamstrung by the growing popularity, in the run up to next Sunday's regional elections, of the extreme right-wing National Front led by Mr Jean Marie Le Pen, who was an active fighter for the "Algérie Française" 30 years ago and makes no secret of his anti-Arab feelings.

The illusion that France still had an "independent" Arab policy was shattered by the war which followed Iraq's invasion of Kuwait 18 months ago. Recent events in Algeria have underlined how important it is for France to reformulate what can only be described as the "ball and chain" relationship it maintains with its former African colonies.

Nowhere is that need more urgent than with regard to Algeria — yet with no country is it more difficult. A love-hate



Moving centre-stage: Raymond Barre believes France should play an active role in helping Algeria reform

flight for the east European countries. They feel that North Africa is as important to southern Europe as Mexico is to the US. They know that Algeria has not been an easy customer, but are convinced that if France succeeds in formulating a more focused regional approach, it will avoid the kind of sudden crisis it is all too prone to in its relations, notably with Morocco and Algeria.

The so-called Five plus Five meetings, which bring together south European and north African countries, were launched a few years ago, at France's initiative, but it is only recently that other European participants have begun to see a French desire to break with the past.

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## UK NEWS

## ELECTION 1992

## Smith kills charge of concealed tax agenda

By Ivo Darnay, Political Correspondent

An election-winning Budget it was probably not. There was too much detailed talk of complex, voter-unfriendly concepts such as thresholds and National Insurance for that.

But nor can Labour's unprecedented shadow budget extravaganza be written off as a merely defensive public relations gesture. As one of the party's senior number-crunchers put it: "We have been playing a lengthy game of poker - as far as I am concerned, we have won."

That, too, is premature. Only on April 9 will the game be formally judged. In the meantime, just as a real budget demands a decent interval before the initial verdicts become clear, so must that unveiled yesterday by Mr John Smith.

But as the economists pour over the figures, some political conclusions can be drawn immediately.

First and, arguably, foremost, the shadow chancellor's detailed presentation kills dead the charge that Labour has been concealing a confidential folder of tax horrors from the electorate.

Asked directly by the Financial Times yesterday whether he had further proposals under his desk, Mr Smith allowed that he gave his pledge that there was no more to come at least, in his first Budget.

The Conservatives' claims that there is a buried "Tax Bombshell" - an average of £1,000 per head was the politically powerful charge in January - has effectively been defused, however much it may still be repeated in the election campaign.

Furthermore, Mr Smith's calculation that somewhere between 80 to 90 per cent of taxpayers will either

be beneficiaries or unaffected will be a statistic deployed time and again by Labour canvassers.

If Mr Smith's figures are right, their revenue-raising impact will give a Labour government a total of £5.4bn to play with until the end of its first full year in government this autumn.

This not only provides the funds for Labour's £1.1bn recovery programme. It makes way for the party's plans to allocate £1bn for the National Health Service and £600m for education, with plenty to spare for other schemes.

Months of Tory attacks along the lines of "there they go again, spending money they haven't got" should, in theory at least, now fall.

Above all, Mr Smith's fully-preserved remedy for Britain's ills at least appear to address the parts

Labour policies are intended to reach. Its strongly redistributive underlying theme will go down extremely well in all quarters of the party from right to left.

Whether, however, the Budget also "sells" Labour to the country's crucial floating voters remains the huge and, until the opinion pollsters do their work, wholly unanswered question.

The political calculations behind the Budget-making exercise were based on two essential objectives.

Labour was well aware that the tax and spending issues would form the focus of the Tories' negative campaign.

The findings of private polling revealed the powerful impact of Tory Central Office's January tax offensive on what one Labour official described as Basildon man. "We dis-

covered that a group of people earning between £12,000 and £16,000 a year who had nothing to fear at all from us, believed what the Tories were saying about Labour's Tax Bombshell. We had to deal with that."

Mr Smith also dealt with fierce Tory charges that it is essentially Tory to the better off. Many not-so-rich Basildon men will be affected. What is more, those that simply aspire to salaries over and above the relatively modest sum of £21,000 - the point at which the NIC measure bites - will also be wary.

The shadow chancellor was honest enough to deal with that head on yesterday. "We have had 13 years in which people at the top got preferential treatment," he said. "In this budget, we are starting to take back something for the average taxpayer and the average family."

The task now lies with Labour's campaign propagandists to present the shadow Budget as a new battleground on which voters must choose between the two parties.

Yesterday's unprecedented exercise - a historic first for any opposition party - gives voters more detailed data from which to make their decision than ever before.

Yet, despite all the razzamatazz, there are still no guarantees that the electorate will thank Mr Smith for that.

## Proposals would help low paid, study says

By John Authers

HOW would the alternative budget proposals affect FT readers?

A study by the Institute of Fiscal Studies shows that 48 per cent of the population will benefit under Labour's proposals, while 17 per cent would do better under the Tories.

Labour's proposals would help the lowest paid, and would be virtually neutral for a broad swathe of middle-income earners, according to the study.

For example those earning between £20,000 and £25,000 are on average £213 per week better off, while those earning between £50,000 and £55,000 are £1,45 per week worse off.

This is thanks mainly to the abolition of the ceiling on National Insurance contributions, which effectively means that nobody currently earning more than £22,000 per year pays more than £1,899 in NICs.

But only 1 per cent of those with an income of more than £1,000 per week will be better off under Labour, according to the IFS, while 98 per cent will be worse off. Their average weekly loss is £105.70.

Figures produced by Price Waterhouse, the accountancy firm, show how the mechanics of this will work. They take as their example a family with only one breadwinner with a gross annual income of £15,000.

While under the Conservative budget this family would only pay £88,454 in income tax at 40 per cent, under Labour they would pay £5,070 at 40 per cent and £54,140 at 50 per cent.

Abolition of the National Insurance contributions ceiling also adds to the tax burden. Under the Conservative budget the National Insurance bill would be £1,899. Under Labour this increases to £13,247.

This means that take-home pay would be reduced from £94,929 to £72,653. On the assumption that the family has two children, Labour's child allowance proposals would reduce this difference slightly from £24,229 to £72,653, a reduction of £28,58 per week or 23.6 per cent. For a family earning £100,000 gross, net pay is reduced by 18.67 per cent.

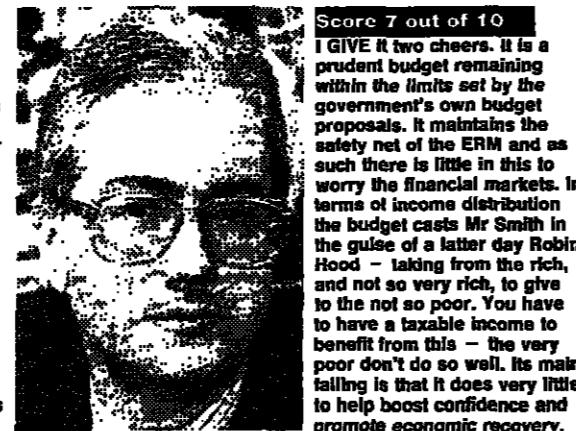
Families on this income but with two earners are much less severely affected, because they earn double the amount at only 25 per cent tax before the higher rates become payable.

A family earning £50,000 gross annually would also pay more, although the effect is less marked. Rather than paying £8,454 at 40 per cent, they would pay £5,070 at 40 per cent and £4,140 at 50 per cent. NICs would rise by 24.24%.

This makes for a reduction of exactly 10 per cent in take-home pay, from £34,022 to £30,618.

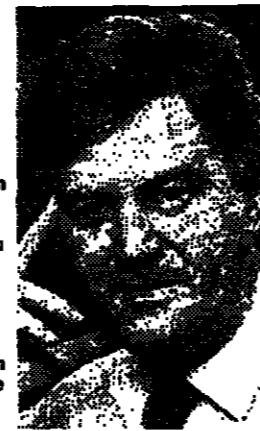
## ECONOMISTS GIVE THEIR RATINGS

BILL MARTIN - UBS PHILLIPS &amp; DREW



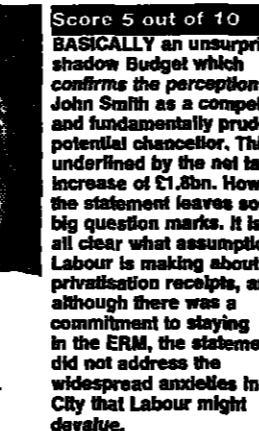
Score 1 out of 10  
THE spending measures are strangely focused for a party which seeks to use fiscal policy to boost the economy's long-term growth rate. What role do higher child benefit or extra pensions play in that? The abolition of the national insurance contributions ceiling is in itself a useful taxation measure but the implications of the top rate of income tax and national insurance contributions will probably undermine the work efforts of the higher paid and to that extent undermine the supply potential of the economy. Industrial measures were too small-scale.

PETER SPENCER - SHEARSON LEHMAN



Score 7 out of 10  
I GIVE it two cheers. It is a prudent budget remaining within the limits set by the government's own budget proposals. It maintains the safety net of the ERM and as such there is little in this to worry the financial markets. In terms of income distribution the budget casts Mr Smith in the guise of a latter day Robin Hood - taking from the rich, and not so very rich, to give to the less well off. You have to have a reasonable income to benefit from this - the very poor don't do so well. Its main failing is that it does very little to help boost confidence and promote economic recovery.

DAVID KERN - NATWEST BANK



Score 5 out of 10  
BASICALLY an unsurprising shadow Budget which confirms the perception of John Smith as a competent and fundamentally prudent potential chancellor. This is underlined by the net tax increase of £1.8bn. However, the statement leaves some big question marks. It is not at all clear what assumption Labour is making about pensioner receipts, and although there is a commitment to staying in the ERM, the statement did not address the widespread anxieties in the City that Labour might deviate.

KEVIN GARDNER - S.G. WARBURG SECURITIES



Score 5 out of 10  
ONE point higher than Martin but only just. There is as much conservatism going on as there are different people doing the conserving. It is a redistributive budget with a macro framework, not much different from last week's Budget. The overall tone of Mr Smith's presentation should be reassuring in the markets. It is quite encouraging to have an opposition party clearly in project in a reasonably realistic way. Also welcome is Mr Smith's reinforcement of the commitment to the exchange rate mechanism and the fact that there are no plans to borrow more than the present government. There is not as much stimulus to investment as expected.

## 'A fair deal for average taxpayer'

By Peter Norman, Economics Correspondent

MR John Smith, Labour's shadow chancellor, yesterday unveiled a draft Budget that, he said, would "provide a fair deal for the average taxpayer and help Britain achieve recovery from recession."

Compared with what had been announced and leaked in advance, Mr Smith's proposals contained few surprises. To a considerable extent, he has taken over last week's Conservative proposals to help business and added some of his own, such as a one-year increase in capital allowances to 40 from 25 per cent and increased government spending on training and providing job experience.

But on personal taxation and benefits, Labour's Budget plans map out a different philosophy from that advanced by Mr Lamont in his Budget last week. The average taxpayer stands to be better off under Labour, but not dramatically so. At the higher income levels, particularly in those families with only one, highly-paid earner, the election of a Labour government would result in a significant reduction in disposable income.

If he becomes chancellor, Mr Smith will:

- scrap the lower 20 per cent tax band for the first £2,000 of taxable income announced by Mr Lamont last week;

- abolish the 2 per cent employee's contribution to National Insurance on earnings under £54 a week;

- increase the personal allowance before which income tax is paid by 10 per cent, to £380, to £385, compared with the government's decision to index this by 4.5 per cent to £345.

These moves, Mr Smith said, would take 740,000 people out of income tax and benefit every employee earning up to £2,000 a year.

On the benefits side, Mr Smith said Labour would increase child benefit for all children to £9.55 a year, providing £127 a year for a family with two children. He also announced plans to raise pensions by £5 for a single person and £8 for a married couple, against government plans of extra help for poorer pensioners on income support of £2 a week for a single person and £3 for couples from October.

He also announced tougher

tax treatment on certain benefits in kind, including a plan to scrap the 2 per cent incentive paid to people to opt out of the state earnings related pension scheme (Sers).

Labour would also keep the 0.5 per cent stamp duty on share transactions for at least another year. But it was in the treatment of higher income earners that the Labour Party's plans differ most from the government's.

As previously promised, Labour would scrap the upper earnings limit on employee national insurance contributions so that employees earning more than £21,060 a year will pay 9 per cent on every pound earned above that level, against nothing at present. Also, a 50 per cent higher tax rate will apply to taxable income of £26,375 and over, so that a single person qualifying for a personal allowance will pay half his or her income in income tax beyond £40,000, against 40 per cent at present.

Under Mr Lamont's budget, most tax payers would be about £2.64 a week better off. A married man or single parent earning £30,000-£35,000 a year would stand to gain £138 a year, according to Inland Revenue figures. Higher earners, at present paying the 40 per cent top tax rate, would gain a flat £100 a year irrespective of how much they earn.

Mr Smith said a single person on average earnings would have over £100 a year more in disposable income under Labour's plans; an average two-earner family with two children would gain £311.

Figures produced by the independent Institute for Fiscal Studies (IFS) yesterday suggested that if Labour comes to power, every taxpayer earning £20,750 or less a year will be a winner with gains per family ranging between £213 and £40.4 a week. But at incomes beyond £22,000, people would start to lose. Some 99 million of families earning £32,000 a year and over would lose, by an average £5,500 a year, against 40 per cent at present.

Under Mr Lamont's budget, most tax payers would be about £2.64 a week better off. A married man or single parent earning £30,000-£35,000 a year would stand to gain £138 a year, according to Inland Revenue figures. Higher earners, at present paying the 40 per cent top tax rate, would gain a flat £100 a year irrespective of how much they earn.

generous treatment of capital allowances as well as £600m spending on skills and the unemployed.

Its plans contain no estimate for the cost of the more general capital allowances, though these could be expected to hit government revenues from 1993-94. The IFS has estimated that 40 per cent capital allowances for one year could cost the exchequer £20m. In its Budget, Mr Lamont rejected such a move as too expensive.

Labour's Budget has other gaps too, with no estimate of the impact on growth or inflation. Labour adopted the £28bn public sector borrowing requirement set by the government for 1993-94, but did not indicate its future borrowing needs, staying silent on privatisation. Last week's government Budget envisages privatisation proceeds of £83m in 1992-93 and £55.5m in 1993-94 and 1994-95.

To reassure financial markets and foreign investors, Mr Smith pledged to take sterling into the narrow band of the European exchange rate mechanism as its DM2.95 parity in the course of its D-Mark programme, incorporating the more

## Manufacturers' reaction mixed

By Daniel Green and Peter Marsh

THE LABOUR PARTY'S shadow budget proposals brought a mixed response from British manufacturing companies yesterday.

SmithKline Beecham, the UK's second-largest drug business, said: "There is nothing in the announcement that gives any stimulus to industry whatsoever." But Mr Kanak Bhattacharya, finance director of British Vita, a plastics company, commented: "A lot of Labour's ideas on revitalising industry and public-sector investment seem highly credible. Britain needs to improve confidence in manufacturing industry."

Sir Colin Cornish, chairman of Redland, the building materials group, declared: "The only obvious benefit to the construction industry lies in the phased release of council-house receipts, a good thing for the construction industry and rented sector." Some £3.5bn of capital allowances as "fundamentally flawed". It would "only suck in imports of plant and equipment".

Mr John Bunnin, deputy managing director of Allied Colloids, said he was sceptical about Labour's proposed £1.1bn industrial recovery programme. "Britain has tried ideas like this before and they haven't worked." Proposals to tax the higher-paid would demotivate senior management. Many industrialists were unimpressed by proposals to increase taxes for the higher paid, but were prepared to welcome higher capital allowances.

be of the order of £5.4bn additional resources available for the investment which Britain needs.

The recovery programme will consist of:

Manufacturing investment initiative. This consists of enhanced first-year capital allowances for additional investment in plant and machinery and in innovation and design to run for a specific period. It will encourage an investment-led recovery.

Package to help business. Small firms and others have suffered severely from the Major recession. We will introduce measures to help tackle the problems of small firms and to boost investment throughout industry.

A programme for skills. This consists of creating a new skills fund, Skills for the 1990s as well as restoring cuts in Employment Training and Youth Training.

Work for the unemployed. We propose a radical new employment programme that for the first time shifts the focus from curing long-term unemployment to preventing it from happening at all. This job experience programme will promote work of benefit to the community as well as helping the unemployed. Training will be available to those on the programme and people on it will be paid a "rate for the job".

A boost for housing. Getting housebuilding going again will have a powerful employment effect in the construction industry as well as starting to meet desperate housing needs. We will begin the phased release of capital receipts held by local authorities from the sale of council houses to achieve this.

Transport. We will immediately allow British Rail to proceed with a pilot leasing scheme to renovate the rolling stock on the North Kent line.

## Package outlines recovery policy

## DIRECT EFFECTS OF BUDGET MEASURES

Measures	FIRST YEAR		FULL YEAR	
	£m 1992/93	£m 1993/94	Changes from an indexed base	Changes from an indexed base
Introduction of a new 50% band of income tax set at earnings of at least £20,000 (£36,375 taxable income plus personal allowance £3,625)	+1,070	+2,140		
Increase of the personal allowance by £300. An increase of 10%	-920	-1,170		
Abolition of the national insurance ceiling	+1,800	+2,700		
Abolition of the 2% national insurance entrance fee				



## ELECTION 1992

## Targeting voters wastes valuable ammunition

By David Butler

IN THIS election there are 500 seats where the outcome is not in doubt. In the 150 seats where there is a chance of change, 80 per cent of voters will vote as they did last time, even though a few of them may need a little encouragement to go to the polling booth.

The election will be decided by at most 2m people (say 12,000 people in each of 150 constituencies). On a more ruthless estimate there will be 80,000 key voters (say 2,000 in each of 40 constituencies). Rational campaigners should focus all their efforts on these target voters.

As the identification of marginal seats has become more precise, parties have indeed focused more of their efforts on them, targeting resources on the constituencies most likely to be won and lost.

With computers it is easier to build up marked registers, showing occupations and past canvass

returns and records of voting. Subject to the limits on election expenses, direct mail can be sent to particular groups and above all to opinion leaders – not only doctors and hairdressers. Money can be raised, workers can be recruited, membership can be maintained in ways impossible in the past.

Does it make a difference? Can voters be efficiently targeted either collectively or individually? Is it possible to identify and persuade the minority of voters who have a special propensity to float?

Targeting has three problems:

- How to identify the individual targets. There seldom is enough evidence to isolate subgroups.
- How to speak to the targets in the right persuasive language.
- How to address any appeal to those who will be attracted by it without letting it reach those who

may be alienated. A pledge to end fox-hunting may drive away as much support as it attracts.

Over 40 years of election watching I have listened to much talk about organising mutual aid (workers from safe seats helping out in marginals), about reaching out to opinion leaders, about listing old people's homes where postal votes may be garnered, and about employing other campaigning gimmicks. I have found little evidence that these efforts have much effect.

Consider the postal vote. About 10 per cent of people are entitled to the postal vote. But the postal vote tends to average a mere 2 per cent. In no constituency in Britain is 5 per cent reached and there has been only a modest link between the size of the postal vote and the marginality of the seat. Party organisations plainly fail to deliver on this most obvious of opportunities.

The point is that local campaigning is as nothing compared to national campaigning. Not 10 per cent of voters will encounter their local candidate, but more than 90 per cent will be exposed to the leaders of the three main parties on television.

It is on television and in the press that the parties make their case. Does that give them the opportunity to target voters? They can hardly focus solely on marginal seats since these are scattered across the various television and newspaper markets. But can they target especially vulnerable voters, people whose social condition or occupation or policy views make them especially open to persuasion?

A generation ago the chief publicity officer of the Conservatives was convinced that the election would be decided by the wives of the skilled working class, C2 women.

But when the election was over it seemed that the appeals achieved nothing. The targets had, if anything, moved less towards the Tories than the rest of the nation.

There is a popular legend that the C2s won the 1979 election for the Conservatives. There was a large 8 per cent shift among C2s to the Conservatives when Mrs Thatcher was elected, but no bigger than the 5 per cent shift among the D2s. The cause lay far more in the working class's disillusion with Mr Callaghan's government and the winter of discontent than in any special targeting by Conservative propagandists. The swing in marginal seats was no greater than in the rest of the country.

At the mass level, targeting is difficult because the parties are addressing a collective audience. Giveaways to a supposedly vulnerable sub-group will have no appeal to

the bulk of the audience and may excite cynicism. There is always the question: "Where's the money coming from?"

The trouble with targeting is that we are multiple personalities. An old-age pensioner may be house owner, animal lover, anti-European and retired farmer. A single parent may have diverse interests and prejudices far removed from any stereotype. Any attempt to appeal to such people under one heading may offend them as general citizens.

The assumption of common interest among a common category may be misconceived. Mori recently found that 33 per cent of the unemployed would vote Conservative. This, allowing for their class composition, is very little below the national figure.

For an issue to have a significant impact on the election outcome it must satisfy three conditions:

• It must be salient to the electorate. If they don't know or care about it, it can't sway votes.

• The public must be aware of a party difference on it, if it is to affect their preference.

• Opinion must be skewed on the subject. If the public is evenly divided then as many voters will be alienated as attracted.

Relatively few issues meet this triple test of a party that cares, that is informed of the party's stand, and that is unevenly split. For example, some people care passionately about fox-hunting and about Labour will vote against and Conservatives for. However, it is an issue where there are as many votes to be gained as lost.

On other issues, such as crime or cruelty to children, the public does not differentiate between the parties. Targeting is logical, inevitable and largely ineffective.

## A kiss and cheers as Thatcher bows out

By Ivor Owen, Parliamentary Correspondent

MRS Margaret Thatcher, the former prime minister, received a salvo of cheers from ministers and Tory backbenchers, and a kiss on the hand from Mr Bernard Weatherill, the Speaker, when she bowed out of the Commons yesterday.

She took her seat at 9.30am, when MPs assembled for the last time before the general election, and kept in touch with developments over the next four hours as the timetable for the final ceremony was repeatedly rearranged.

MPs dispached five bills in as many minutes, in the process giving blanket approval to 126 clauses and 22 schedules of the Friendly Societies Bill, and disregarding – after momentarily overlooking – an infringement of the Commons' privileges by the House of Lords.

Peers were in less haste to clear the legislative decks. To the irritation of MPs, debates on the Finance Bill, the Army Bill, the Friendly Societies Bill and the Museums and Galleries Bill took far longer than expected.

MPs twice assembled, expecting to be summoned to the Lords for the prorogation ceremony – the preliminary process before the dissolution of parliament – only to be told that the Upper House was not yet ready to receive them.

An exasperated Mr Tony Banks, the Labour MP for Newham north-west, bellowed: "Thank God we are going to abolish them."

When Admiral Sir Richard Thomas, the gentleman usher of the Black Rod, finally arrived to summon the Commons to the Lords, Mr Ron Brown, the Labour MP for Leith, made a vain attempt to impose a further delay on the proceedings.

Ministers paid their own special tribute to Mrs Thatcher by allowing her to take precedence over the other occupants of the government front bench and follow Mr John MacGregor, the leader of the House, as he led MPs in bidding farewell to the speaker, to the cheers of

There were further cheers for the Father of the House, Sir Bernard Braime, who is also standing down.

Mr Banks, a wildlife campaigner, presented the Speaker with a toy badger, which Mr Weatherill lifted towards the galleries before leaving the chamber for the last time.



Hitting the road: Tory campaigns director Shaun Woodward yesterday with the 'battle bus' the prime minister will use on his trips to constituencies

Tony Andrews

Philip Stephens on the Tories' use of a positive and a negative

ASK Mr Chris Patten how the Conservatives are running their general election campaign and the party chairman's first response is a negative: not like 1987.

Ask him on which issues the campaign will be fought and he offers a negative and a positive: Labour's tax plans and Mr John Major's leadership.

The recession is to be ignored. When it must be acknowledged, it is to be blamed on the world economy, fear of a Labour government, or, privately, the mistakes of Mr Major's predecessors.

Facing the closest election since the early 1970s, Mr Patten's priority is to avoid the confusion, the personal and political rivalries, and the sheer incompetence which allowed Labour to win the campaign five years ago.

Then it did not matter. In 1987, the slick efficiency of his campaign machine could not overcome voters' distrust of Mr Neil Kinnock's policies. This time the party that wins the campaign will win the election.

So the message from Conservative Central Office is that there will be no repeat of the rows between Downing Street and Smith Square, which dogged the party in 1987.

The prime minister and party chairman, who have become good friends as well as close political allies over the past 16 months, agreed well in

advance the main elements of the campaign. As one insider puts it: "There can be no recriminations if things go wrong."

Of course, there will be more to the campaign than solidarity at the top – about £20m pounds more. The Conservatives, notoriously secretive about their finances, are not prepared to put any figure on how much they will spend in the quest for a fourth term. But senior figures do not demur at speculation that the final bill will approach £20m.

One member of the party's ministerial 'A' team suggested at the weekend that if it was still behind in the opinion polls in the final days before April 9, it might add another £2m or so to that figure in a burst of last-minute advertising.

Shaken and rather humiliated by Labour's superior style in 1987, the Tories intend to be more sophisticated, better organised, and more aggressive than their main rival.

This time there will be lots of Tory glitz. Mr John Schlesinger, the Hollywood film director, has been drafted in to make 'Major, the movie'. Central Office is spending £500,000 on a pantheon to haul round the country the set for half-a-dozen "Major in the round" question-and-answer sessions.

Mr Andrew Lloyd Webber has rearranged a piece by the

composer Henry Purcell to produce a new theme for Tory election rallies. Shirley Bassey, Sarah Brightman and Paul Daniels are among those enlisted to give the party celebrity appeal.

McMenamins are in the hands of Mr Shaun Woodward, the communications director recruited by Mr Patten on the recommendation of Mr John

Dimbleby, a mutual friend. The young but self-assured Mr Woodward has asked Saatchi & Saatchi to repeat the magic which won the Conservatives the 1979 election but faded somewhat in 1983 and 1987 before the agency redesigned the account. Mr Maurice Saatchi leads a team of 25 working full time on the account.

The aim is to reactivate the

fears that led the skilled working classes to desert Labour for Mrs Margaret Thatcher during the 1980s.

There is a less-than-subtle subtext: Labour cannot be trusted because Mr Kinnock cannot be trusted. Look how often he has changed his mind, the Tories will repeat, until April 9. Can voters be sure he will not do so again?

It is only then that the positive message appears. The focus is on Mr Major, Mr Major and Mr Major. The theme is that after 16 months in Downing Street in which he abolished the poll tax, led the country to victory in the Gulf war and ushered in a new, more caring, brand of Conservatism, the prime minister deserves his own mandate. Put another

way: the pitch is not for a fourth Tory term but for a first Major term.

The manifesto published tomorrow will build around the distinctly anti-Thatcherite concept that wealth and welfare go hand in hand – is designed to give substance to the image.

But it is the man rather than the policies that the campaign is designed to sell.

## The man that will launch more than 5,500 faces

By Gary Mead, Marketing Correspondent

AS Conservative director of communications, Mr Shaun Woodward is responsible for launching what may be the largest poster campaign in British advertising history.

The former BBC producer and director now charged with controlling all aspects of the Tories' press and publicity campaign, has covered nearly 5,500 hoardings with party posters. In the advertising business, a 2,000-site campaign is a huge one, and even a high-profile lager brand was content with 800 posters in a recent campaign.

Mr Woodward's brief is "to put together a full communications strategy for John Major's first general election campaign. That covers press, television, public relations, advertising, posters, working out new ways of doing party political and party election broadcasts, opinion polling, direct mail."

"By and large no-one remembers a single Labour party poster from previous elections," he said. "What that shows is not that the Labour party wasn't producing posters; it shows that you can spend money on advertising and not necessarily get results."

Along with that poster campaign will be a drive to keep Conservative politicians in front of the television cameras – a grid plan has been drawn up to ensure that a senior cabinet figure appears in each of the main television regions on each campaigning day.

In planning his poster campaign, Mr Woodward is content with the correlation argument – he points to Labour's six-point lead in a Mori poll in January before the Conservative

Kinnock delivers a mistake then we might capitalise on that with a press ad the next day."

But in commercial advertising all that can be demonstrated is a correlation between advertising and sales – increased sales seem to coincide with increased advertising, though no causal relationship can be demonstrated.

Mr Woodward is content with the correlation argument – he points to Labour's six-point lead in a Mori poll in January before the Conservative

Labour's Tax Bombshell" poster hit the streets. By the end of the month, Mori had the Conservatives three points ahead of Labour.

The political argument was not made by a poster or by advertising but by politicians who had an idea which was that we must point out with increased advertising, though more clearly to the electorate what a Labour government would do to the average income tax that most people pay. Advertising was used to put the map. If your policies aren't right when you are on the map, you won't win."

Anything less than a public expression of supreme confidence would be shocking, and Mr Woodward does not disappoint: "Running a good campaign is not just about having money. It's about being disciplined, coherent and organised."

"In the last few months I think most people regard us as having run the better campaign and I think that's by and large a reflection of the relationship between the party chairman and the prime minister – you couldn't get a sheet of tissue paper between them."

## SOUTH AFRICA 1992

The FT proposes to publish this survey on

May 25 1992.

This survey will be read in 160 countries worldwide, including South Africa where it will be widely distributed. In Europe 92% of the professional investment community regularly read the FT. If you want to reach this important audience, call

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FT SURVEYS

## WEST NORFOLK

The FT proposes to publish this survey on

April 24 1992.

A survey on this region, with the ancient capital and Port of King's Lynn at the heart, will be of special interest to around a million FT readers worldwide. If you want to reach this important audience, call:

Sue Mathieson  
on 071 873 4129  
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The Financial Times  
Number One Southwark Bridge  
London SE1 9HL

FT SURVEYS

## Plaid seeks boost for small shops

PLAID CYMRU, the Welsh Nationalist party, began its election campaign with a call for extra help for small businesses in Wales, Anthony Moreton writes.

Mr Ieuan Wyn Jones, MP for the Isle of Anglesey in the last parliament, said the most important economic benefit for the Welsh economy would be the end of the uniform business rate.

"Many small businesses in Wales have been destroyed by introduction of the uniform business rate in 1989. Its arrival saw a massive hike in bills, the final straw for many small shops in our towns."

Mr Wyn Jones called for the Welsh Development Agency and the Development Board for Rural Wales to be given more money to spend on small companies, as well as the setting up of "advice" shops to help smaller businesses with finance and accounting.

## SNP sees 40% of vote as mandate to negotiate

By Bethan Hutton

THE Scottish National Party needs the support of 40 per cent of the electorate to win a mandate to negotiate independence for Scotland, Mr Alex Salmond, the SNP leader, said yesterday.

The party calculates that it could win the majority of Scotland's 72 seats with 40 per cent of the votes cast on April 9.

This would give the party a moral authority to act on its programme for independence within the framework of the European Community, Mr Salmond said.

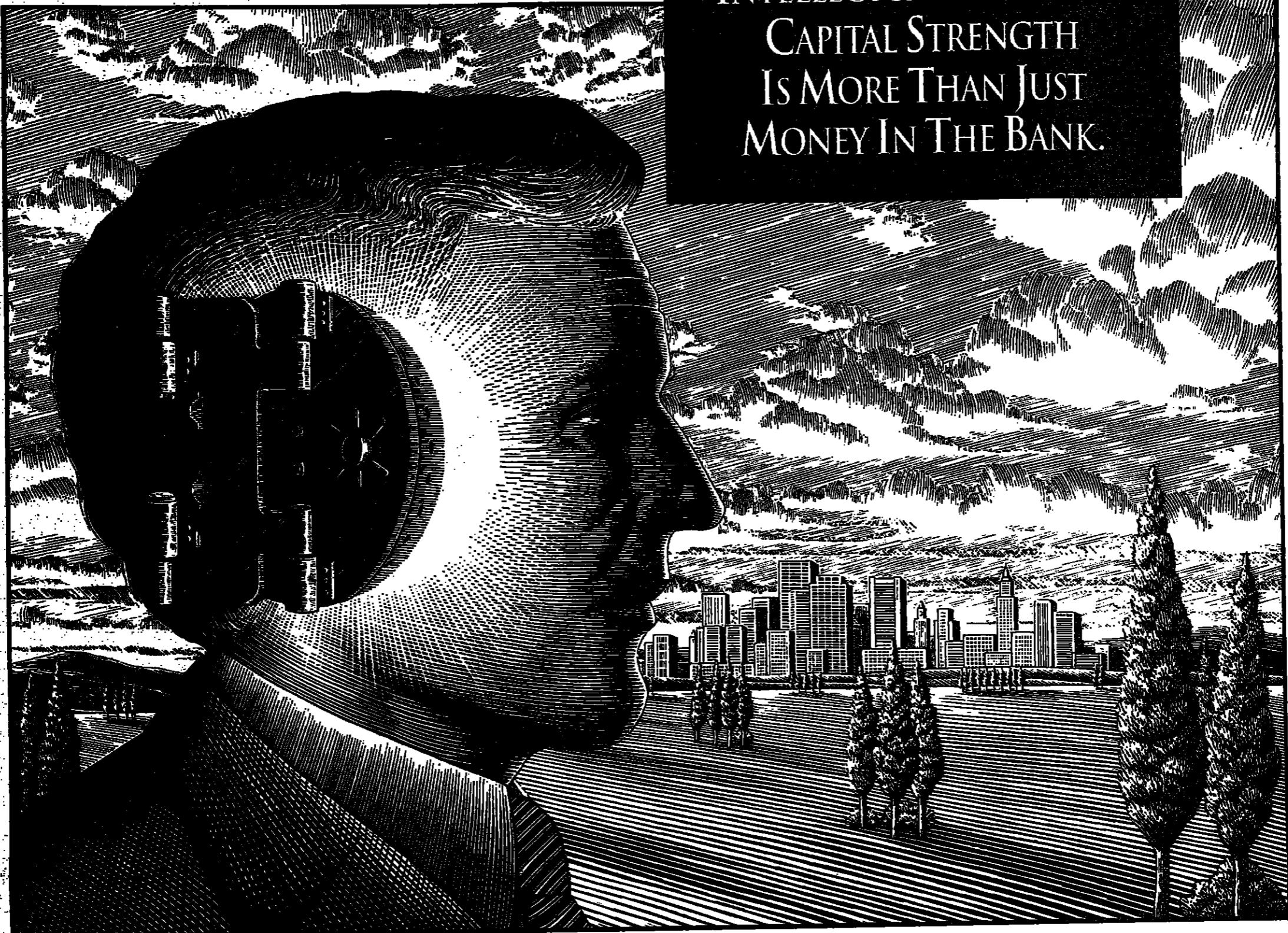
He added he was "very confident" that the ICM poll in the Scotsman last week which gave the SNP 26 per cent was right, and that a Mori poll in the Sunday Times, which showed the party on 24 per cent, had got it wrong.

"The Scottish National Party entered this election full of confidence and the will to win. We are not running for a place, we are not campaigning for a hung parliament, we are campaigning for a mandate for Scottish independence," he said.

Mr Salmond said the future of Scotland was the biggest issue in this election campaign, and claimed that the SNP was setting the agenda for all the other parties.

• The status quo in Scotland was not "set in concrete", Mr Ian Lang, Scottish secretary, said yesterday.

Launching a spirited defence of the union in the face of strong support for Scottish home



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## MANAGEMENT: The Growing Business

## Taking everything into account

Charles Batchelor investigates what your bank manager really wants to know



NatWest's latest TV campaign sells the message of caring banking but a visit to the bank needs careful preparation

**I**t has been a fraught half hour for the four directors of Pristine Pools. They have been trying to persuade the bank manager to agree to a £70,000 overdraft to help their pool cleaning business get off the ground.

Among their difficulties are the limited funds — just £20,000 — they can put up as share capital and uncertainty surrounding two large local authority contracts they hope to win.

It has not been an easy session. The bank manager has questioned the directors closely on their backgrounds and was reluctant to lend without security in the form of personal guarantees.

Fortunately for the four, the questioning formed part of a training course entitled *Survive your Bank Manager*, run by the Hampshire Training and Enterprises Council.

If it had been a real interview, it seems unlikely that they would have raised the money. In the debriefing session, the "bank manager" said she was annoyed by the argumentative approach of one member of the Pristine team, adding: "They presented their credentials well, but after that they fell apart a bit".

With the banks taking an increasingly tough line on lending to small firms in the present recession, knowing how to get on with your bank manager and how to put a convincing case for funds is crucial. It is clear that some of the 20 participants on the course have problems understanding their real-life bank manager.

"They put you on the spot," says Sarah Maidment, director of Harvey Engineering of St Albans. "They ask you why you haven't brought in certain information when you didn't know they wanted it."

The rules have changed," comments Oliver Shannon of The High Barnet-based Printing Company. "You find yourself second-guessing them."

The morning session starts with a look at the question of gearing — the participants are surprised at how, apparently, small changes in interest rates can radically alter an investor's return from a particular investment — before moving on to the crucial area of cash flow forecasts.

These are not difficult to prepare but will be one of the key documents a bank manager will expect to see.

Companies which fall frequently do so after a very good year's trading, warns Peter Phillips, a former chief accountant with British Coal and presenter of the course. "Fast growing companies often run out of cash. They do not realise that cash and profits are not the same thing."

Businesses frequently run into problems because they do not collect on time the money which is owing to them — turnover shoots up but the business is still short of cash to pay wages — but there are other transactions which will affect a business's cash flow

without showing up on its profit and loss (p and l) account.

Buying an expensive item of equipment will have an immediate impact on the cash available in the business but the p and l will only record the amount by which that equipment is depreciated in any year.

Similarly, the p and l will not take into account spending on stock but only the amount used up, which may be smaller.

As part of the Pristine Pools exercise, course participants draw up a 12-month cash flow forecast so as to calculate the size of the loan they will need to ask for. This brings home the implications of a large customer making them wait two months for payment.

A cash flow forecast is a crucial part of any approach to a bank manager, but forms only one of the criteria by which you will be judged, Phillips explains.

Bank managers will normally base their discussion with you on the Campari nine-

monic or a similar system. Campari stands for:

**CHARACTER**  
Bank managers are expected to take into account the stability of your personal life and the length of time you have been a customer.

**ABILITY**  
Do you have a successful track record in business and is it relevant to the business you now want to set up? The banks are not renowned for taking a positive view of previous failures.

**MARGIN**  
The rate of interest will reflect the manager's view of the risk.

**PURPOSE**  
The bank will obviously want to know what the loan is for. The manager may have burned his fingers in a particular sector, such as property, or regional office may have set down exclusions.

**AMOUNT**  
The bank will probably not want to lend more than the

sum you are putting into the business, but it is also not in its interest for you to start up with too little finance.

**REPAYMENT**  
Will you meet sales forecasts and achieve a large enough margin to repay the loan?

**INSURANCE**  
The bank will usually want security even if its other criteria have been met. This may be fixed against a specific asset or floating against all the assets of the business.

You will probably have to explain these issues to the bank manager but, include them in more detail in a written business plan.

This should include projections for sales — broken down by customer and market — as well as cash flow and profit forecasts.

Increasingly, bank managers are looking at financial criteria at the expense of the possibly more subjective elements in Campari-style analysis, Phillips explains.

At the heart of their analysis

are certain key financial ratios. Phillips suggests three key figures:

• The acid test. This measures your ability to pay your creditors. Divide debtors' and cash by your current liabilities. A result of 1 or more indicates the business has enough cash to pay its outstanding bills.

• Interest cover. This indicates whether you can repay the interest on loans. Divide profits before tax and interest by the interest due. Bankers do not usually like this number to fall below 2.

• Return on capital employed. Divide profits before tax and interest by shareholders' funds and loans and multiply the answer by 100 per cent. The figure arrived at should not, over the long term, fall below what could be earned if you left the money on deposit or what you pay in interest.

When the course participants return for their second session with Pristine Pools the simple cash flow forecast has expanded to become a more extensive business plan with details of pricing and promotion policies and forecasts for cash flow, profits and balance sheets.

They put a convincing case to the bank manager who offers to pay what has now become an £80,000 overdraft at 5 per cent above base rate. However, this appears rather expensive to the directors of Pristine Pools, who have a potential corporate backer in the wings, so they retire to think about the bank manager's offer.

Life may have become tough for the small company seeking business but it has not got any easier for the bank manager either.

"*Two Barnes Mill, Cottenham Lane, St Albans, Herts AL1 2ZG. Tel 072 52312.*



## When generosity knows no bounds

As company profits come under pressure, shareholders have begun to question companies which negotiate unduly favourable service contracts with directors.

A director will want to negotiate the best possible package but he or she should be aware of the danger that a contract which is excessively generous may be set aside by a court, warns the Norton Rose M5 Group of legal practices.

Advice on issues affecting executives and non-executive directors is contained in a free 56-page guide.

Contact Linda McGough.

Tel 071 283 2434.

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## BUSINESSES FOR SALE

**The Scanperfect Group**

The Joint Administrative Receivers offer for sale the business and assets of these two operations which form the Scanperfect Group.

Principal features of these businesses include:

**Giesen & Wolff Limited**

- long established wholesale greetings card publisher
- freehold factory and office of 45,000 sq. ft. in Northampton
- direct representation sales team cover over 300 outlets in the UK and Eire with total sales around £3m per annum
- substantial export business
- well known brand name, order book and substantial stocks of everyday and Christmas cards
- highly skilled work-force available
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For further information, please contact Robin Addy, Joint Administrative Receiver, or Nigel Rockham of Cork Gully, Mount Pleasant House, Huntingdon Road, Cambridge CB3 0BL. Telephone: (0223) 313611. Fax: (0223) 462111.

Cork Gully is authorised in the name of Coopers & Lybrand Deloitte by the Institute of Chartered Accountants in England and Wales to carry on investment business.

**Packaging Machinery Manufacturer/Distributor**

- well known brand name
- experienced management and skilled workforce
- turnover of £3.5m per annum
- operating profits in excess of £200,000 per annum
- blue chip customer base
- substantial order book.

Cork Gully

**GLASS MERCHANT AND WINDOW MANUFACTURER****Pearce and Cutler Glass Services Limited**  
**Pearce and Cutler Windows Limited**

The Joint Administrative Receivers offer for sale the business and assets of these companies.

Principal features of these businesses include:

- turnover of £7.5m per annum
- well established customer base
- freehold premises located in Aston, Birmingham within easy reach of motorways
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- established for over 175 years.

For further information please contact Ian Carruthers of Cork Gully, 43 Temple Row, Birmingham B2 5JT. Telephone: 021 236 9966. Fax: 021 200 4040.

Cork Gully is authorised in the name of Coopers & Lybrand Deloitte by the Institute of Chartered Accountants in England and Wales to carry on investment business.

Cork Gully

**MOTOR DEALERSHIP AND PETROL RETAILER****Peter Dunhill Limited**

The Joint Administrative Receivers offer for sale the business and assets of this substantial motor dealership which has good potential for development and significant forecourt volume increases.

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- turnover of circa £6m per annum
- potential petrol throughput in excess of 1 million gallons per annum
- large freehold premises based in Church Crookham, near Fleet, Hampshire
- full vehicle servicing and repair facilities
- skilled workforce.

For further information, please contact J M Iredale or N J Vooght of Cork Gully, 9 Greyfriars Road, Reading, Berkshire RG1 1JG. Telephone: (0734) 500336. Fax: (0734) 607700.

Cork Gully is authorised in the name of Coopers & Lybrand Deloitte by the Institute of Chartered Accountants in England and Wales to carry on investment business.

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**MOTOR DEALERSHIP****Baker and Spencer Limited**

The Joint Administrative Receivers offer for sale the business and assets of this company based in Brockenhurst, Hampshire.

Principal features of the business include:

- turnover of circa £2.2m per annum
- freehold workshop, showroom and car display area
- well equipped facilities
- separate freehold residential accommodation.

For further information, please contact J M Iredale or N J Vooght of Cork Gully, 9 Greyfriars Road, Reading, Berkshire RG1 1JG. Telephone: (0734) 500336. Fax: (0734) 607700.

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Cork Gully



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- Current order book in excess of £500,000.
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For further information please contact the administrative receiver, David East, of Bishop Fleming, 1 Banfield Crescent, Exeter, Devon, EX1 1QY. Tel: 0392 784346 Fax: 0392 413617

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## FT LAW REPORTS

**No tax relief on magical loss**

ENSIGN TANKERS (LEASING) LTD v STOKES  
House of Lords  
(Lord Keith of Kinkel, Lord Brandon of Oakbrook, Lord Templeman, Lord Goff of Chieveley, Lord Jauncey of Tullchettle);  
March 12 1992

A PARTNERSHIP which enters into a tax avoidance scheme, with the object of obtaining first year allowance for expenditure on plant, is entitled to allowance in respect of that part of the transaction which can plainly be identified as a trading transaction, but not for that part which has the apparently magic result of creating a tax loss where there was no real loss.

The House of Lords so held when allowing an appeal by Ensign Tankers (Leasing) Ltd from a Court of Appeal decision (FT, February 5 1991) to refer the case back to Inland Revenue. Commissioners had to weigh the fiscal and non-fiscal elements of a transaction and to decide whether, having regard to the parties' paramount motive, it was a device to secure a fiscal advantage or was a genuine trading activity.

Section 41(1) of the Finance Act 1971 provides: "... where (a) a person carrying on a trade incurs capital expenditure on... plant... for the purposes of... the trade, and (b)... the... plant belongs to him at some time during the chargeable period... there shall be made to him an allowance... (referred to as 'a first year allowance')..."

LORD TEMPLEMAN said that in March 1980 Lorimar Productions Incorporated (LPI), a California company, embarked on production of a film called *Escape to Victory*.

Guinness Mahon, a merchant bank specialising in tax avoidance schemes, persuaded Ensign and four other British companies to participate in a scheme whereby they would contribute \$3.25m to the cost of the film in return for 25 per cent of the exploitation receipts.

The scheme was a single composite transaction embodied in 17 documents, all of which were dated July 14 1980.

Under the scheme a partnership agreement was made

between Victory Film Productions Ltd as general partner and the five British companies as limited partners. Victory was a wholly owned subsidiary of LPI.

The partnership's capital was \$3.25m contributed by the limited partners, including \$2.78m contributed by Ensign. Management was in the hands of Victory.

The Court of Appeal reversed his decision, but referred the dispute back to the commissioners to decide whether the partnership was not trading.

Ensign now appealed and asked for Mr Justice Millett's order to be restored.

The parties agreed that the 17 documents of July 14 were interdependent, and constituted one single composite transaction, which was a tax avoidance scheme.

The commissioners felt bound to ignore beneficial fiscal consequences because the paramount object of the scheme was fiscal. In the Court of Appeal Sir Nicolas Browne-Wilkinson V.C. said that the "sole" object was fiscal advantage, it was not a trading transaction.

The principles of *Ramsay* and subsequent cases did not compel or authorise the court to disregard all the fiscal consequences of a single composite transaction read as a whole, on the ground that it appeared the transaction was not a trading transaction scheme.

Neither the commissioners nor the courts were competent to decide whether there was a sole object or paramount intention to obtain a fiscal advantage, not to weigh fiscal intentions against non-fiscal elements.

The commissioners' task was to find the facts and to apply the law. The facts were undisputed and the law was clear.

The partnership expended \$3.25m capital for the purpose of producing and exploiting a commercial film. That was a trading activity. Expenditure for that purpose was a trading purpose. By section 41 of the 1971 Act, capital expenditure for a trading purpose generated first year allowance. The section was not concerned with the purpose of the transaction, but with the purpose of the expenditure.

The principles of *Ramsay* and subsequent authorities did not apply to the \$3.25m, because that was real and not magical expenditure by the partnership.

A trading transaction could plainly be identified and could have resulted in either a profit or a loss.

The expenditure was real. The receipts were real. The partnership was entitled to a first year allowance equal to the expenditure. The receipts imposed on the partnership a corporation tax liability.

The appeal was allowed. Their Lordships agreed.

For Ensign: John Gardner QC and Jonathan Peacock (Belmont & Lowe, agents for Hugh James Jones & Jenkins, Cardiff).

For the Crown: Christopher McCall QC and Launcelot Henderson (Inland Revenue solicitor).

Mr Justice Millett disagreed and decided that the partnership's activities constituted the trade of making and exploiting films. He decided it had incurred \$1.6m capital expenditure for the purpose of section 41 of the 1971 Act (FT, July 28 1989).

The Court of Appeal reversed his decision, but referred the dispute back to the commissioners to decide whether the partnership was not trading.

Ensign now appealed and asked for Mr Justice Millett's order to be restored.

The parties agreed that the 17 documents of July 14 were interdependent, and constituted one single composite transaction, which was a tax avoidance scheme and must be read as a whole.

The non-recourse nature of the borrowing ensured that LPI paid the whole cost of the film exceeding \$3.25m, and that the partnership would not be liable for the cost in excess of \$3.25m.

The scheme involved exploitation of British capital allowances for the making of a foreign film.

The Revenue appeared to look upon tax avoidance as a corporate cancer which infected and destroyed any fiscal effect advantageous to the taxpayer.

In *Ramsay v IRC [1979] 1 WLR 973, 973, 228* where the taxpayer entered into transactions to match an allowable loss against a non-chargeable gain, a claim for capital gains tax was disallowed because "the true view, regarding the scheme as a whole, was to find that there was neither gain nor loss".

In the present case the true view, reading the scheme as a whole, was that the partnership expended \$3.25m.

In *Ramsay* Lord Fraser referred to the "apparently magical" result of creating a tax loss that was not a real loss.

The present scheme had the apparently magical result of creating for tax purposes an expenditure of \$1.4m, while incurring a real expenditure of only \$3.25m. The additional \$10.75m was really incurred by LPI.

Rachel Davies  
Barrister

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FT17/192

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## PUBLIC NOTICES



MMC INVITES EVIDENCE  
AND VIEWS ON THE  
PROPOSED MERGER  
BETWEEN ALLIED-LYONS  
PLC AND CARLSBERG A/S

The Monopolies and Mergers Commission is inquiring into the proposed merger between Allied-Lyons PLC and Carlsberg A/S, to determine whether such a merger might operate against the public interest.

The Commission would like to hear from those who have views on the proposed merger, or information which could help with the inquiry. Write, not later than 27 March 1992, to: The Reference Secretary (Allied-Lyons/Carlsberg), Monopolies and Mergers Commission, New Court, 48 Carey Street, London WC2A 2JT.

## LEGAL NOTICES

Notice of Meeting in Administration  
Proceedings

BISHOPPHATE  
INVESTMENT TRUST PLC  
(IN ADMINISTRATION)

Notice is given that a meeting of Creditors is to be held at 30 March 1992 at 3.00 p.m. to consider our proposals under section 36 of the Administration Act 1986 and to consider establishing a Committee of Creditors. A copy of our proposals may be obtained from the above address.

TELEPHONE: A.W. MCKILLOP, M.C. SHIFFMAN, Joint Administrators  
Dated this 12th day of March 1992.

John Trustees  
John Trustees  
John Trustees

## CORPORATE GOVERNANCE

The FT proposes to publish this highly topical survey on

June 3 1992.

The governance of publicly-owned companies has become a major business issue in recent years. This survey will be seen by 54% of *Chief Executives* in Europe's top companies. If you wish to receive this important survey, contact Mason on 071 873 3349 or fax 071 873 3064 for advertising details.

## FT SURVEYS

### Scot Baxter Limited (In Receivership) Glasgow

The above company is engaged in the retailing of drawing office equipment and supplies and operates a reprographic centre providing printing and photocopying facilities.

- Heritable property (print shop)
- Leased property (Head office & Showroom)
- Annual turnover of £2m
- Well established business with reputation for quality
- Order book consists of ongoing business from substantial customer base, including well known names

For further details contact the Joint Receivers: D D McGrath or A D Conquest, Grant Thornton, 112 West George Street, Glasgow G2 1QF.  
Tel: 041 332 7484  
Fax: 041 333 0581

### Grant Thornton

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The Joint Administrative Receivers offer for sale the business and assets of

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- ★ Leasehold factory and office accommodation
- ★ Turnover circa £600,000
- ★ Over book of circa £90,000, with substantial existing contracts
- ★ Plant and Machinery to the value of circa £300,000
- ★ Exclusive UK producer of well-known brand of golf shoes
- ★ Stock of shoe lasts to the value of £30,000.

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business by the Institute of Chartered  
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To advertise in the Business section  
please telephone Melanie Miles on  
071-873 3000 for more information.

### Stringex Industries Ltd.

The Joint Administrative Receivers offer for sale on a going concern basis, the business and assets of this well established Telford based company, which designs, assembles and distributes patented radiant heating systems and heating siphons.

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- ◆ Modern Leasehold premises of 8,500 sq ft. Comprising - Reception, offices and production area.
- ◆ Protected trade name.
- ◆ Strong BLUE CHIP customer base.

For further details please contact:  
The Joint Administrative Receiver,  
Michael Isaacs, Scot Hayward, Peter House,  
St Peter's Square, Manchester M1 5BH.  
Tel: 061-228 6791 Fax: 061-228 1545.

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### Charles Neil Reprographic Limited (In Receivership)

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- Full range of reprographic services for printers/publishers.
- Turnover £20 million p.a.
- Latest image processing technology.
- Crossfield PageMaker - Studio 9500 on hire purchase.
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- Manufacturers of industrial graphics, fascia panels and membrane switches
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- Well established "blue chip" client base including major Japanese corporations.
- Projected turnover for year to 31/1/93 - £1.3M
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- TURNOVER £5 - 10m
- PROFIT

## TECHNOLOGY

## Home grown talent

Telexworking is often viewed as a cottage industry carried out by women in the middle of the Oxfordshire countryside or the Scottish highlands.

But working from home, using a PC linked by a phone line to the company head office, is now practised by more than one in eight firms, according to a survey carried out by the National Computing Centre (NCC) and the Which Computer? Show.\*

The main benefit of teleworking is increased productivity, say business converts to the scheme. Nearly three quarters of companies employing teleworkers cited it as one of the big benefits.

But increased productivity is often overlooked by companies that have not taken the plunge. Only 43 per cent of those not employing teleworkers foresaw this advantage.

Reduced costs also ranked high on the list of benefits according to companies using teleworking. Surprisingly, says Bill Murray, head of the communications and security division of NCC Consultancy, few companies that practised teleworking found that there were hidden costs involved.

The other big advantage of teleworking is that it enables companies to retain skilled staff – particularly in jobs related to the IT sector. The most enthusiastic converts to teleworking among the 500 members of the NCC which responded to the survey were companies in the IT field. However, the most popular teleworking jobs were in sales, as well as those involving IT.

Companies in the south of England as well as those employing more than 1,000 staff also took to teleworking most enthusiastically.

The biggest disadvantage was the loss of face-to-face contact with staff. The kind of people to benefit most from teleworking, says Murray, would be "evolutionary, proactive types".

Della Bradshaw

\*Teleworking in the UK, available from the NCC, 1000 Arch Road, Manchester, M1 7ED.

**A** team of tired volunteers with plastic cards in their hands ventured out into UK high streets in the small hours of a winter's morning in 1987. At 5am they took up their positions at cashpoint machines throughout the country and prepared to take out cash.

At the headquarters of Link, the cashpoint company that unites 34 banks and building societies, operators watched their screens for the first test transactions, which would signal the addition of Co-operative Bank to the network.

But things did not go according to plan. Seconds before the first transaction was done, an early-rising member of the public, keen to try out his new card, beat the official cutters to the draw. "We were surprised and pleased," says Trevor Jenkins, general manager of technology at Link Interchange Network. "It's good to be that much in demand."

Since the Link network started in 1987 with four main members and 14 smaller ones, it has grown rapidly. A stream of banks and building societies joining the network has taken the total of automated teller machines (ATMs) to more than 5,500, boosted in 1989 by a merger with Matrix, a rival UK network. Last year, despite the recession, Link handled about 45 per cent more transactions than in 1990.

Such rapid growth has forced Link to reconsider the computer and telecommunications technology that underpins its business. When the network started, Link brought in British Telecommunications to run the technical side. "At the time it was the right choice to help us set up the network," says Jenkins.

But five years later, Link came of age. Last summer, in a move that bucked the trend for companies to contract out their computing to facilities management (FM) suppliers, Link brought the whole operation in-house at a cost of £7.5m.

It moved its headquarters and the hub of the network away from BT in London to a new centre in Harrogate, West Yorkshire and installed the lastest computer hardware of fault-tolerant computers. At the same time it set up a duplicate site in Leeds for disaster recovery and established a new telecommunications infrastructure between Link and its members, many of whom are also in Yorkshire. It recruited 20 staff to run the system.

First among its reasons was the fundamental role of technology in Link's business. Being non-profit making, Link has no ATMs of its own. But it connects those of its members through a central electronic switch. This allows Abbey National card holders, for example, to withdraw cash from a Nationwide ATM, or a Girobank account holder to get a bank balance from a Leeds Permanent machine. Up to 40 transactions a second cross between the institutions through Link's central computer running a software package called Connect from Deluxe Data Systems of the US.

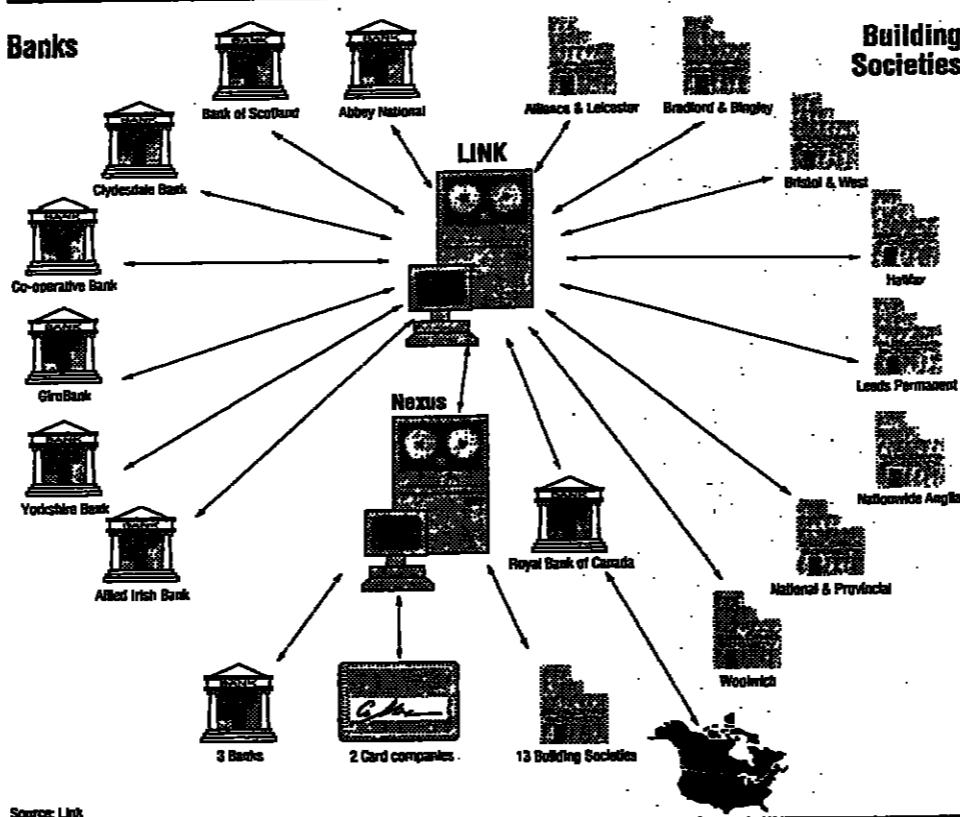
"This switch is our core business," says Jenkins. "We only have this one application. Our whole reason for being here is to do ATM switching."

Bringing control in house has simplified matters and shortened the chains of command. Link computer operators now talk directly to their

Link keeps IT close to its chest, says Ian Holdsworth

## Game of cards

## Link network



nology in Link's business.

Being non-profit making, Link has no ATMs of its own. But it connects those of its members through a central electronic switch. This allows Abbey National card holders, for example, to withdraw cash from a Nationwide ATM, or a Girobank account holder to get a bank balance from a Leeds Permanent machine. Up to 40 transactions a second cross between the institutions through Link's central computer running a software package called Connect from Deluxe Data Systems of the US.

counterparts at all the Link institutions. They also deal directly with the hardware and software suppliers which used to be subcontractors to BT.

"We had a very close relationship with BT in the early days," says Jenkins. "Then the relationship became more formal and we were finding ourselves more remote from what was happening. As you go on, contracts tend to become more formalised, less flexible and it's more difficult to introduce changes."

Link calculates that it is running the switch more cheaply than BT did. The move in house was conceived as a five-year project and Link expects it will have more than recouped its investment at the end of that time. Later this year it plans to cut by one or two pence the fee that its members pay each time a transaction goes through the switch.

It was July 1990 when the Link board, comprising 23 representatives from the member institutions, voted to bring the computing in house. But before this Link was already considering setting up a second switch to use in the event of a disaster at the first.

"Our service has become critical to the institutions and we were under more and more pressure to provide disaster recovery," says Jenkins.

Disaster recovery is an expensive form of insurance which involves duplicating the entire network – all the hardware, software and telecommunications links. One way of lessening the cost is to share disaster recovery with other companies on the basis that only one company is likely to have a disaster at a time. Link considered sharing disaster recovery with other BT clients.

"It turned out that BT

couldn't offer that," recalls Jenkins. "They didn't have anything to share, so they were looking at setting up a second site for us. But we realised the costs were going to be much the same whether we did it or BT did it. And then our thinking moved on – if we were going to set up a disaster site, then perhaps we could run the primary system ourselves as well."

Now with two sites of its own, and one of them used only for testing and development, Link is itself considering offering a disaster recovery service to other companies.

But this is long term. In the meantime it wants to stretch the Harrogate centre to its full potential. The new Tandem Cyclone hardware installed there more than doubles the power previously available. The Cyclone took over the network from BT for two short tests last July. The third test in August was so successful that Link decided not to hand the network back. "The most dangerous part was actually transferring the system from one site to the other, so as everything was working well, it made sense to keep the system," says Jenkins.

Link is now looking at connections with European cashpoints. It already has a gateway into Plus System, a big North American network. There is also room left for growth in the UK, says Jenkins. Link wants more people to use their cards in machines that do not belong to their own bank or building society.

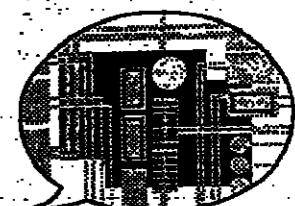
The range of services could also be enlarged. At present Link is the only UK operator whose ATMs offer balance inquiries across a network of institutions. Other services such as statement ordering and being able to change a personal identification number are already offered by some individual Link members if their private networks but are not carried across Link's switch.

Long-term, the Link network could be used for far more than connecting cashpoints. In theory it could pass any kind of electronic information between Link's member banks. The institutions already use similar electronic networks for direct debiting and clearing cheques, but Link has its eye on other possible applications including the transmission of structured documents from member to member using electronic data interchange.

"There's the potential for us to do that," says Jenkins. "But first we have to find some data to exchange."

## Put designers in the driving seat

By John Griffiths



## TECHNICALLY SPEAKING

The fact remains, however, that the sector's seeming inability to talk constructively within itself without prejudicing commercial confidentiality has led to many missed opportunities.

Lots of plaudits, therefore, to the Society of Motor Manufacturers and Traders (SMMT) in at last bringing the big companies together into a cohesive body, formally entitled the Design Engineering Group, and organising the Nuneaton meeting to tell politicians and a senior civil servants about it.

The teach-in was focused heavily on export prospects; not just for the consultancy industry, but for the UK equipment, component and other supply-industries which stand to benefit from their efforts. For, as SMMT chief executive Sir Hal Miller pointed out, the designers of new vehicles can exert a significant influence on the eventual sourcing of tooling, component supplies, test equipment and so on.

So what, specifically, does the industry want from Whitehall and Westminster?

The shopping list is relatively modest: greater assistance through grants, tax relief or soft loans for the capital investment which many of the companies are making two or three times faster than much of the mainstream motor industry.

The group would like greater official support; and better intelligence of official UK missions to overseas territories. It would like to see more flexible support in terms of the number of people qualifying for support on such missions, and more missions – and return missions – to more places. Which-ever government is in power after April 6, it should listen hard to a strong case.



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Tuesday March 17 1992

## Battle of the budgets

NEVER BEFORE have voters in a general election been given a choice between two budgets. That this is so is partly an accident of timing. But it is also a credit to the Labour Party which offers a choice that is clear, but fair from the start.

Since Labour's draft Budget is a political document, deception is to be expected, as was the case in the Budget itself. The shadow Red Book argues, for example, that the recession was caused by the government's policies, but fails to note that the proximate cause was ERM membership, a policy framework for lowering inflation to which the Labour Party is also committed. The draft also calls for immediate implementation of a £1.1bn recovery programme. But it fails to recognise the modest nature of the stimulus. A Labour government, too, would have to wait and hope for a recovery.

Even on the "fiscal principle that the Government should only borrow for investment", Labour merely talks a good game. The prospective fiscal deficit would be quite as large under Labour as under the Conservatives and, taken as a whole, that deficit will probably exceed investment. Moreover, the increased spending now envisaged is not for investment, except on the most elastic definition. Labour's puritanical bite is less bad than its bark.

Once enquiring voters have waded through the quagmire of disinformation, however, they reach the dry land of genuine differences.

### Personal allowances

Labour tax-raising proposals include abolition of the national insurance ceiling and a new 50 per cent income tax band, starting at gross earnings of £40,000, but increases in the basic and 40 per cent tax rate are ruled out for the next parliament. The two changes, taken together, are proposed to raise £2.87bn in the first year and £4.84bn in the second. Labour also "saves" the Conservatives proposed 20 per cent reduced rate band, worth £1.77bn in 1992-93 and £2.32bn in 1993-94.

The money is to be spent on a 10 per cent increase in personal allowances (costing

£920m and £1.17bn in the first two years, respectively), abolition of the 2 per cent national insurance entrance fee (costing £720m and £1.07bn), an increase in child benefit and tax credits and increased state retirement pensions (costing £1.05bn and £2.56bn).

Throughout the small group of high-level government officials in Bonn responsible for negotiating the EC packages over the past two years there reigns a deep gloom about the coming confrontation. For even if they are convinced that Maastricht will be ratified, they fear that the debate will encourage the mood of questioning that prevails in the unified Germany – questioning of the old certainty of Germany's role firmly anchored in western Europe.

It could also leave loopholes – if not legal, then at least political – in the ratification of economic and monetary union (Emu), allowing opponents of the process to call it into question once again before the final step to full implementation of a single European currency.

Last week Mr Horst Köhler, state secretary in the finance ministry, leader of Germany's Emu negotiating team, and Mr Kohl's "shepherd" – chief adviser and fixer – for the Group of Seven world economic summits, summoned a rare public briefing of leading economic correspondents to spell out his concern at the content and direction of the current debate.

"Surely this debate is serious enough for us to try a bit harder," he said. The simplistic state of the discussion "only goes to show that our German self-confidence has not come very far".

He was expressing the fear that the debate would be reduced to the level of knee-jerk nationalism: to accusations such as "you are endangering the D-mark, you are a traitor to the Fatherland", as he put it.

At the same time, there is a growing fear that anyone who has an axe to grind within the German body politic will seek to attach it to the ratification process. That seems to be exactly what the 16 German federal states are doing in insisting that they will only give their blessing to Maastricht if their own involvement in all future Euro-negotiations is greatly increased. And it is the same temptation faced by the opposition Social Democrats (SPD).

The support both of the states, and the SPD, is essential to get ratification. Mr Kohl will present two items of legislation next month to the Bundestag and the Bundesrat, the two houses of the German parliament. The first seeks to amend the German constitution in two ways, each requiring a two-thirds majority in both houses. They must approve the transfer of powers from the German Bundesbank to a future European central bank. And they must allow the vote at local elections to all EC citizens.

Only once that law has the necessary approval can the full ratification of Maastricht be voted through by a simple majority. So Mr Kohl is a hostage to his opponents both in Bonn, and in the states.

Already he has been forced onto the defensive. Both he and Mr Theo Waigel, his finance minister, have begun to argue that the most likely name of the single currency – the Ecu – has by no means been agreed, and both would prefer the "Euro-mark". Mr Waigel went further at the weekend, suggesting that the future European central bank must have its headquarters in Germany, as the only way to ensure "broad approval and acceptance" of Emu among the Germans.

All that changed on the eve of

Maastricht when Bild Zeitung, the country's only mass-circulation newspaper and a worthy hell-wisher of the mood in the Bielefeld beer-cellars, ran a banner headline declaring: "The D-mark to be abolished." The next day it ran a funeral address for the demise of the beloved currency.

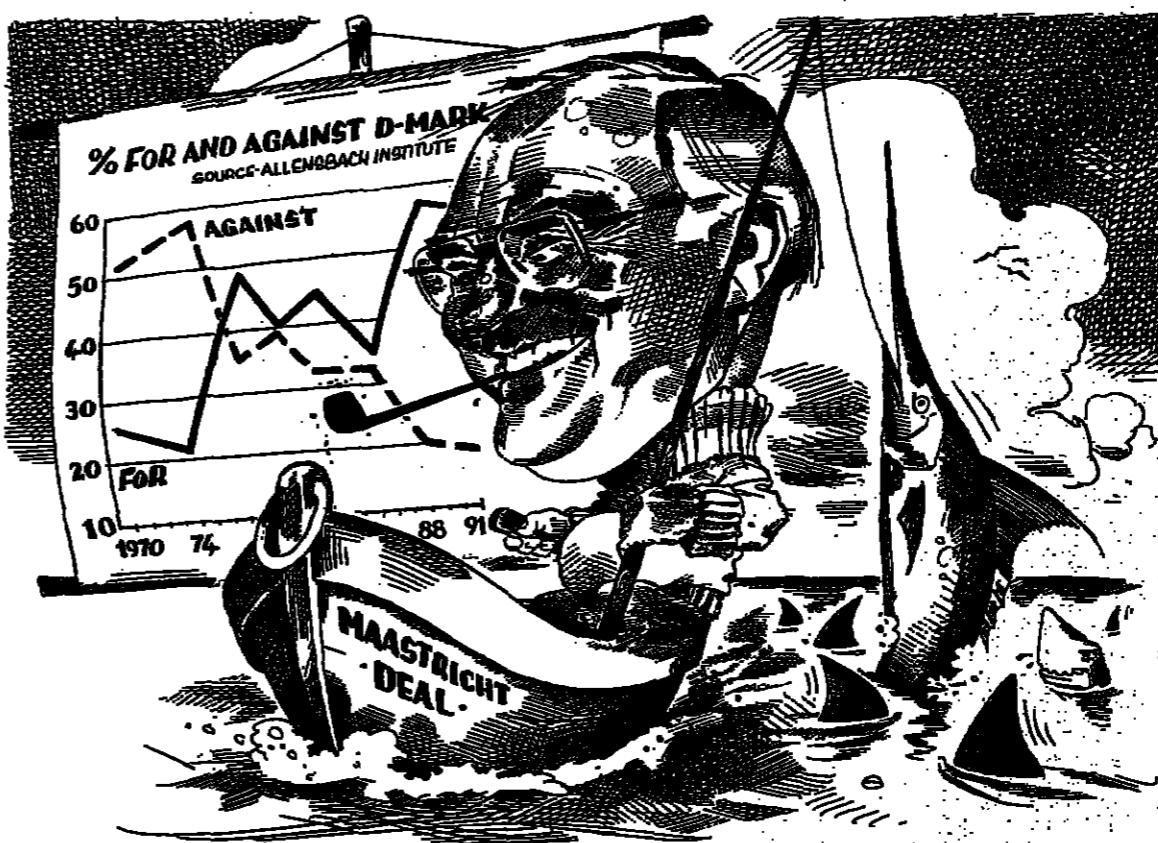
Since then the debate has broken

out all over the place fuelled by a belated recognition among the more populist politicians that a unified Germany is a lot more sceptical about European integration than the old divided nation.

The trouble is that the discussion is thoroughly confusing, because the

debate in Germany on European economic and monetary union could last until its December deadline, says Quentin Peel

## Kohl struggles to land his catch



Little more than three months ago,

it seemed that most of the electorate barely cared about Maastricht. There was little debate in the media, and even less in parliament. A broad consensus ruled in Bonn that European integration was a good thing. While Emu should happen at all, there was a certain smug self-satisfaction in Bonn that Germans were far more European to doubt it.

To be sure, there were grumblings within the mighty German Bundesbank, where the state representatives – men such as Mr Lothar Müller from Bavaria, and Mr Wilhelm Nolling from Hamburg – were more sceptical about the stability and security of the process than their Frankfurt-based colleagues in the bank's directorate. But the Bundesbank's role, never questioned the fact of Emu, only the terms, and the politicians in Bonn slumbered on.

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populist politicians that a unified Germany is a lot more sceptical about European integration than the old divided nation.

The trouble is that the discussion is

thoroughly confusing, because the

assault on Maastricht is coming from several directions at once. In the first place, there are the outright Eurosceptics, dubious about the demise of the D-mark, and convinced that Germany must now concentrate more on integrating east and central Europe, and less on the old EC.

The second group comprises the Euro-enthusiasts, convinced that Maastricht has failed to strengthen European political union enough, alongside Emu, and seeking to block

Mr Kohl is a hostage to his opponents both in Bonn, and in the states. Already, he has been forced onto the defensive

the latter until the former has been achieved.

Third come the German federal states, which see their territory increasingly whittled away by Bonn, through Brussels. Among them are both Euro-sceptics and Euro-enthusiasts, equally keen to see the power of central government curbed.

The Euro-sceptics amount to a small minority in Bonn, but with growing popular support. The opinion polls certainly suggest that, according to the respected Alchensbach institute, the polling body, the proportion of Germans wanting to slow down the European integration process has risen from 21 per cent in 1988 to 38 per

cent last year. Those suggesting it should not be slowed down dropped from 58 per cent in 1988 to only 34 per cent last year.

As for the precise question of giving up the D-mark, according to the Society for the Protection of German Savers, the proportion has switched from a clear 52.26 in favour back in 1970, to a decided 56.18 against last year. Other polls suggest the same, with a growing backlash since Maastricht.

The most recent put opposition at 72 per cent, with almost 30 per cent saying they would change their vote in the 1994 elections to support any party saying it would not give up the D-mark.

That is one option which so far German electors do not have, unless they vote for the extremes of left and right. The political establishment in Bonn is very largely united in support of Emu – but the temptation is growing at the fringes to exploit the popular desire to maintain the D-mark in one's pocket".

The first to do so was Mr Peter Gauweiler, the environment minister in Bavaria, a leading member of the Christian Social Union (CSU) in that state. He is a rival to Mr Waigel, the party leader, and is often seen as the real heir-apparent to Mr Franz Josef Strauß, the long-time conservative prime minister there.

He suddenly came out with a ringing denunciation of the whole process of European union, describing it as a "totalitarian dream of universal redemption" and denouncing the Ecu as "Esperanto-geld". He lost the debate in the party leadership, but his

are the words which linger on in the public memory.

Then came Mr Oskar Lafontaine, deputy leader and enfant terrible of the SPD, who surprised and alarmed his own colleagues by calling for outright rejection of the EC treaty – because Emu will be built on foundations of sand. You cannot have a common currency, and a single central bank, while allowing each member state to pursue its own incomes policy, social and financial policies, he said.

"Thank God for Mr Lafontaine," one EC diplomat remarked. "His capacity for choosing the wrong horse is legendary. By coming out against Maastricht, he forced his party to come out in favour."

That at least is what happened up to a point. The SPD has promised not to allow its deputies to block ratification. But what it wants in exchange is the promise of another debate on the Euro before Stage Three – the final stage to a single currency. That debate should not be a mere formality, says Mrs Heidiemarie Wieserneck-Zeul, the party spokesman on Europe: it would give the SPD a chance to "re-examine" the "automatic" trigger mechanism for Emu provided by the Maastricht treaty, and give the German parliament its own right to decide whether it believes the preconditions for Emu have been fulfilled.

Such a "second look" at Emu certainly seems very similar in effect to the "opt-out" clause built into the treaty for Britain, although the intention may be to "opt in". It is something that Mr Kohl seems certain to fight against. What he will have to accept is an instruction to report back to both the Bundestag, the lower house, and the Bundesrat, representing the 16 federal states, before Stage Three. He will have to report both on how the economic preconditions for Emu have been fulfilled – whether, for example, Italy has satisfactorily reduced its state debt and budget deficit far enough to join – and on what further progress has been made to political union.

That much the Euro-enthusiasts seem to have won, while promising to ratify Maastricht in principle.

The greatest threat to Mr Kohl's position, however, comes from those German federalists who wish not to transfer all decision-making to Brussels, as the British might suspect, but to keep it all back in the Länder (states) in Germany. They are demanding fully-fledged changes in the constitution, to give them control over any future moves to transfer more power to Brussels, or any other multi-lateral institution. They also want a seat in all EC negotiations on budget spending.

The prospect is regarded with horror by the likes of Mr Waigel. Far from imposing budget discipline on Brussels, he sees the dilution of Germany's negotiating position as an invitation to profligacy. But if Mr Kohl wants ratification by the end of the year it is hard to see what he can do but compromise.

While this debate goes on back in Bonn, the European debate is moving forward into further potential quagmires. Mr Jacques Delors' budget proposals to finance ever greater "cohesion" in the poorest member states have for once united all parts of the German political spectrum in opposition. With the gigantic costs of German unification causing public spending to be cut no one wants to give new transfers to the Community.

"It is going to be a terrible year for Europe," according to one senior German official. "There are linkages on all sides. Our states want more powers for saying yes to Maastricht. But at least we can all agree on EC budget discipline. Then Spain may insist that it gets more money, or it will block any moves to enlargement. That means blocking Sweden, or Austria – whose membership we are committed to support. But don't get us wrong. At the end of it all, we will still be good Europeans." At least in Bonn.

### Governing party

■ One of the first tasks for whichever party wins the election will be to replace the Governor of the Bank of England, whose term runs out at the end of June 1993.

The ideas a continuing Conservative government would have on suitable pedigree have been reasonably well aired, with Sir David Schooling, Warburg's man on the Court for the past decade, an obvious contender. But what happens if Labour wins?

In that case, the dossier of qualified candidates with apt backgrounds is somewhat thin. There are some Labour peers who have worked in the City, such as the Lords Williams and Donoughue. But their credibility has not been enhanced by their recent career moves. Another possibility is Lord Patten, a Labour academic, but he is said not to be interested and, even if he were, his appointment would be controversial – at least among economists.

History suggests that Labour prime ministers tend to play much more safely than their Tory counterparts when it comes to picking governors.

On making the Bank of England a "super bank", it has given the place a thorough shake-up. In the event, it is likely to come up with a new appointment, possibly by sacking Lord Catto, a former Morgan Grenfell partner, to stay on as governor. Since then, Labour governments have had only a couple of chances to choose a new governor, and both times it promoted from within.

Admittedly, in 1989 Stafford Cripps wanted to give the job to John Hanbury-Cobbold, the well-respected chairman of Courtaulds. But when he turned it down, the post was offered to Cameron Cobbold, the deputy governor. Similarly, Harold Wilson also settled on the deputy, then Leslie O'Brien, to take over from Lord Cromer in 1966.

So long as the Liberal Democrats are not a prospective government, such excesses need not be taken too seriously.

Should it succeed in breaking the electoral system, the party would have to leave behind such cheerful confusion.

### OBSERVER

On this basis, the two obvious front-runners are the current deputy governor, 53-year-old Eddie George, and Sir David Walker, who has worked in the Treasury as well as the Bank and steps down as chairman of the Securities and Investments Board at the end of May.

#### Indecisive

■ Perhaps it is Sir David Walker's own uncertainty about his next career move that explains the apparent difficulty in filling the chairmanship of St. Britain's biggest venture capitalist. Then again, it may be that St. Britain's clearing bank owners can never agree among themselves.

Whatever the reason, the delay in filling the post is rather odd since an in-bred organisation like St. Britain's needs a familiar face at the top in the run-up to its flotation. Sir John Cuckney, who has been chairman since 1987, would be ideal, but he is stepping down, and the gossip is that he is Sir David's... if he wants it.

If that really is the case then it is rather disturbing. Clearing bank may believe that the Bank of England knows best when it comes to making these sorts of appointment but putting well-known standards in charge of City institutions has not always worked, witness Sir Kit McMahon's unhappy tenure at the top of Midland Bank. Much better to look outside the City and appoint an industrialist with a proven track record, such as Shell's Sir Peter Holmes.

On board

■ Good to see that GPA, Ireland's high-flying aircraft leasing company, seems to have come to its senses and realised that it cannot allow Maurice Foley, the 51-year-old president, to bail out of his executive duties only months after it comes to the stock market. If one is going to persuade the world's punters to back this high-risk enterprise, the least that can be expected is that key members of the management team are required to stay on board until the com-

pany has proved that it can fly out of the recession. All it needs now is for Tony Ryan, GPA's reclusive founder, to put in an appearance at a press conference and GPA would have the makings of a half-normal stock market debut.

#### Utopia coined

■ More numbers from the Fancy Figures Department. IML, which a year ago bought the Birmingham Mint and makes about 800m coins a year, is a small player in the international mint league, although it has re-coined Lithuania.

Gary Allen, the chief executive, clearly sees EC monetary union as a Utopia where IML and all its counterparts are kept busy without competing with each other. In the EC, he says, there are about 1600m coins. "If we ever go to the euro, that will keep our mint going, and every other mint, for 15 years."

#### Inflationary

■ Britain's Labour party may pretend that it is not going to screw the City, but Observer remains highly sceptical. Take yesterday's shadow Budget statement. Cost of the 12-page booklet plus a few tables is £25. The government's equivalent 80-page Red Book costs £2.65 and for £20 you can take out a year's subscription to the Bank of England's very informative bulletin.

The young press officer at Labour's Walworth Road headquarters insists that the price is set by supply and demand. However, an old Labour hand tells me that one has to charge a lot, or people don't think it is a serious document...

#### Blarney

■ And as it's St Patrick's Day, how do you get a group of Irishmen up on the roof? Tell them drinks are on the house.

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Just over a year ago, the thought of the Nikkei stock index dropping through the 20,000 level prompted panic among investors and emergency revisions to stock market rules by the authorities.

But yesterday, an eerie silence met the Nikkei's return to its lowest level since February 1987. Investors had been expecting the bad news for so long that there was barely a ripple of reaction when it finally arrived.

Nevertheless, yesterday's event highlights a crucial change of sentiment in the Tokyo financial markets. Until the end of last year, there was considerable hope that the bear market in equities, which started in early 1990, might soon be ending.

Foreign investors certainly thought so — they bought record amounts of Japanese stocks last year, hoping to stanch a march on cash-strapped Japanese institutions.

They were buoyed partly by a hope that all postwar Japanese bear markets, bar one, have lasted less than two

years. The one exception was the 1960s stock market crisis, when the markets had to be bailed out by the government.

However, since the beginning of 1992, many investors have given up hope that the current bear market will follow the normal postwar pattern. They have battened down the hatches for a long 1990s-style financial recession. As Mr Shiomichi Kawamoto, a fund manager at an investment management affiliate of Sumitomo Life, the life insurer, said yesterday: "The Nikkei may rebound above 20,000, but the overall downward trend is unchanged. Who will buy stocks from securities companies which are about to collapse?"

Such profound gloom has several causes. The immediate explanations include the aftermath of the financial explosion of the late 1980s, confidence-sapping political and financial scandals and the slowdown in the economy. Other causes lie just below the surface, among them the cumulative effect of financial deregulation on Japan's capital markets.

The deep gloom in the market will not lift overnight, nor, probably even in a month or two. Yet, if it is worth remember-

**Stefan Wagstyl** examines the implications of Tokyo's quiet stock market crash

## Uneasy calm amid a gathering storm

ing that Japanese equities are shares in some of the world's most dynamic companies. Even as the country's financial markets labour in the darkness of recession, its laboratories and factories are busy laying the foundations for recovery from the current economic slowdown.

For now, however, there is an enormous overhang of over-priced assets bought during the bull market of the 1980s. In the stock market alone, the Nikkei index's 50 per cent plunge from its peak has wiped ¥350,000m (£11,000m) off asset values. Much more wealth has evaporated in the property market, where prices have fallen by 30 to 40 per cent in Tokyo and Osaka.

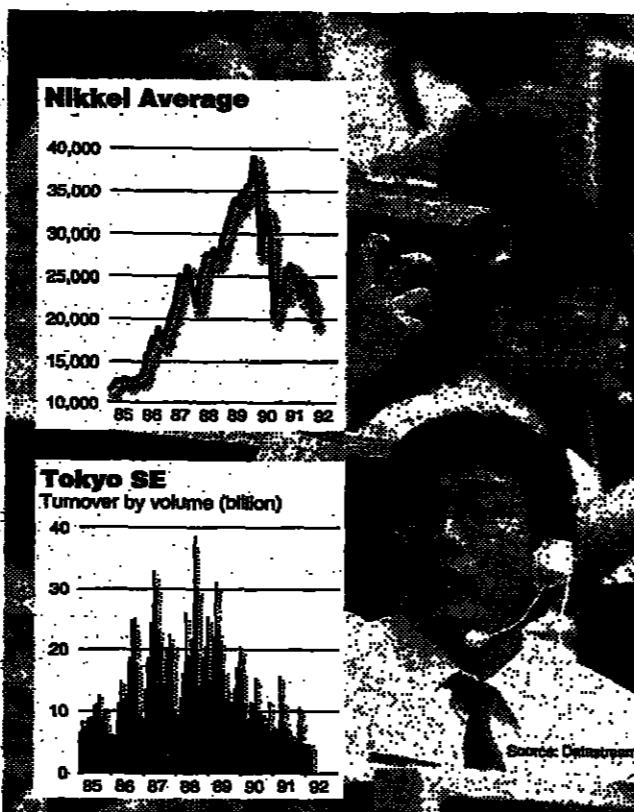
Some of the hidden assets are under no pressure to sell — they and the bankers can afford to wait. But others will take advantage of even a modest rally to dump unwanted land and stocks.

The effect on securities brokers has been immediate. The slump in prices has depressed turnover and sparked disputes with clients. In the most recent example, Mr Masahiro Dozen, President of Daiwa Securities, last week resigned after discarding a forecast ¥48bn net loss for the year to March 31 following the settlement of arguments with investors' clients. Nomura Securities, Nikko Securities and Yamada Securities, the other big brokerage groups, are this week expected to announce gloomy results forecasts.

The Big Four's reserves were bolstered by the bumper profits of the 1980s. But even they can withstand only a limited number of disputes of the kind suffered by Daiwa, which is writing off ¥720m in extraordinary losses. Smaller companies are much worse off; some have already closed or been swallowed by larger groups.

However, Japan can afford to lose some of its 250-odd banking companies without suffering serious damage to its capital markets.

The impact of the financial recession on banks is more serious. Banks are suffering because they count a portion of their stock portfolios as capital



for the purposes of capital adequacy ratios set by the Bank for International Settlements. With the Nikkei below 20,000, about half of the top 11 banks' ratios are now below 8 per cent, the BIS's standard which comes into effect in 1993.

Moreover, banks have an extra burden in the form of bad and doubtful debts, mainly related to property loans of the late 1980s. The most problematic of these were routed through finance companies. Teikoku Databank, a credit research agency, estimates that about half of ¥70,000bn to ¥80,000bn lent by finance companies for property investment could be bad.

Banks can minimise the eventual loss by selling land held as collateral. But this could take years. In the meantime, the loans stay on the books, eroding profits. How much this will constrain economic growth is difficult to judge. With companies now running down inventories

and raising profitability by increasing lending margins. The big institutions will doubtless survive. The problems come with smaller lenders which can have their reserves eliminated by a single disaster. Even if a few small banks go bust — and none has failed yet — bankers see little risk of failure in the banking system as a whole. But would-be borrowers are facing credit shortages as banks husband their resources.

This squeeze on credit is the main direct effect of the financial recession on the rest of the economy. Companies, which in the 1980s could raise equity-reduced capital at a net cost of below 1 per cent a year, and loan funds at below 4 per cent, now find equity-linked capital impossible to obtain and must pay 7 per cent and more for borrowed money.

How much this will constrain economic growth is difficult to judge. With companies now running down inventories

and postponing investments it could be next year before the effects emerge. But with the latest money supply figures (for January), showing a year-on-year growth of just 1.8 per cent, the potential exists for a credit shortage hurting a nascent future recovery.

The Bank of Japan is aware of the risk, not least because of the repeated demands from politicians and industrialists for interest rate cuts. A further cut of 0.5 percentage points to 4 per cent in the Official Discount Rate is widely expected. But the weakness of the yen, which is trading at about ¥134 to the US dollar compared with ¥125 at the end of 1991, could limit the central bank's scope for action. With long-term interest rates firming in the US and in Germany, a reduction in Japan could further depress the yen.

It would be wrong to exaggerate the weakness of the real economy. Private sector economists expect about 2.3 per cent next year, sluggish in comparison with late 1980s' but respectable by standards of other industrialised economies.

Nevertheless, Japan faces some difficult challenges. On the political front, bribery scandals have disrupted the ruling Liberal Democratic party's efforts to secure the parliamentary passage of the budget and could finally delay possible supplementary measures.

Meanwhile, financial scandals,

such as Daiwa's latest affair, postpone the recovery of confidence in the market.

Equally significantly, the partial deregulation of interest rates and of foreign exchange controls has made the current bear market quite different from the past. Before, Japanese investors could not easily switch funds from equities to other instruments. Interest-bearing deposits often paid low rates. It was difficult for investors to put funds overseas. So, particularly for institutions, there was little choice but to sit out a bear market.

Today, liberalisation has removed many of the constraints. That is why Japanese investors are starting to demand higher profits and higher dividends from companies. Without an increased flow of income from their stocks they will have little reason to hold on to equities during a bear market.

Responding to demands for reform would require wholesale change from Japanese companies, which are accustomed to putting investment in importance and sales above profits in importance and employees before shareholders. But the longer the bear market lasts, the greater will be the pressure for corporate reform.

Further, by putting himself

## A first shot in the parade ground

The creation of a Russian army poses difficult challenges for the CIS, writes John Lloyd

Russia is again to have an army. Leaving aside this century's Soviet interruption, it will lay claim to a tradition reckoned in military and patriotic circles as glorious, with centuries of imperial expansion and victories across much of Europe ennobled on its standards.

Through its army Russia was made into a vast multinational territory, the consequences of which are still returning to haunt the former imperialists; because of the army's defeats and virtual disintegration against the Germans in the first world war, the Bolsheviks seized power.

It would be wrong to exaggerate the weakness of the real economy. Private sector economists expect about 2.3 per cent next year, sluggish in comparison with late 1980s' but respectable by standards of other industrialised economies.

Nevertheless, Japan faces some difficult challenges. On the political front, bribery scandals have disrupted the ruling Liberal Democratic party's efforts to secure the parliamentary passage of the budget and could finally delay possible supplementary measures.

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such as Daiwa's latest affair, postpone the recovery of confidence in the market.

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regards the Black Sea fleet — part of the former Soviet navy, but based largely in Ukrainian ports. Marshal Yevgeny Shaposhnikov, commander-in-chief of the CIS armed forces, said in a TV interview yesterday that the fleet should stay under CIS command; while the Ukrainian government continues to insist that a sizeable part, perhaps as much as a third, be assigned to Ukraine.

It is not just Russia and the Ukraine which are at odds. Russia's relationship with the CIS is confused, and the announcement yesterday did not make it much clearer. Mr Shaposhnikov insisted that the creation of the defence ministry did not mean Russia was withdrawing from the CIS military structure; but if Russia is to form its own army, then it could reduce the CIS command to a formal organisation, with no effective command over anyone. Can Russia, and the other states which wish to retain some form of unified command, develop a Nato-type structure?

Russia and the other states have not so far shown they can develop a Nato-type structure

defence ministry will soon come before the Russian deputies.

The deputies have complained with increasing bitterness that while they pay the army's bills, they have no say in military dispositions. Now they can exercise their right of speech.

Yet, there has been no official word on the size of the force — though Colonel Alexei Tsaryov, head of the defence sub-committee of the Russian parliament, said recently that he thought 1.5m would be adequate. Will it be professional? Probably, though not immediately: Colonel Tsaryov's estimate was that it would take several years.

The timing of the announcement predates the meeting in Kiev on Friday, of the CIS heads of state, at which the issue of the division of military forces and hardware will again be on the agenda. This is a bitter matter, especially as

SOURCE & METHODS

## LETTERS

Very different set of views

From Mr M Turner.

Sir, The outcome of your survey ("Business" chief's want decisive 'Tony' win", March 15) is totally predictable. These are the people who can, and have, paid themselves grotesque salaries at massively reduced tax rates and whose rates on their large houses have been reduced to insignificance via the poll tax.

You should try surveying the 10-person business, grappling with the uniform business rate, late payment of invoices by big companies, inflated interest from aggressive banks, which seem to be just waiting to liquidate one, savage VAT penalties for simple errors and so on. You would, I think, get some very different views about the Tories' economic management.

M J Turner,

21 Lightbown Avenue,

St Annes on Sea,

Lancashire FY8 1SE

Aid to Russia would be small price to pay

From Sir Bryan Cartledge.

Sir, Your editorial comment, "Fiddling while Russia burns" (March 10), badly needed to be made. As you were right to emphasise, the case for financial aid to the Russian government must now move beyond demonstrating the need for it into the less easily predictable territory of calculating the rapidly shrinking timescale on which it could be effective.

Your report "St Petersburg sounds the alert on wages" (March 11), graphically illustrated the speed with which inflationary pressures on the Yeltsin government are mounting. These will be supplemented in April by the impact of planned energy price increases, which are likely to result in closure for many industrial enterprises and a leap in unemployment.

The provision by the G7 nations of a \$50m to \$60m stabilisation fund to assist the Russian government to strengthen its economy will not in itself guarantee a deceleration of the inflationary spiral or the defusing of the acute social tensions to which it, together with rising unemployment, will give rise. But it is the only resource apart from the humanitarian aid, at the west's disposal. It would stiffen the morale and the will of Mr Gaidar, Russia's first deputy prime minister, and his colleagues, in

Where power lies in business

From Mr David Fifield.

Sir, I would like to add a few thoughts to Christopher Lorenz's article "Sum total adds up to more than figures" (March 6) and Peter McGregor's letter (March 9). One has to ask how accountants have achieved their power within the UK business world. This I believe can be traced to the importance of the stock market in corporate ownership, with power delegated to senior managers. The accountant in this scenario acts as a policeman working on behalf of the owners. Having realised this situation the accountants have then organised the best closed shop.

If we consider the long-term as practised in Germany and Japan we find ownership more closely involved in management and able to see financial conditions for itself. Under this arrangement creativity and evolutionary product design come to the fore. Interestingly, creativity as represented by intuition and measured by psychometric assessment is found more among scientists than accountants.

I write as one educated as a scientist who chose a business career, passed through business school and later looked after the financial affairs of a group of companies.

David Fifield,  
Oxford,  
Weston Underwood,  
Buckinghamshire MK46 5JS

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UK's share of world trade in manufacturing is queried

From Mr Austin Mitchell.

Sir, Samuel Brittan tells us in his comments on the Budget ("Modestly in the wrong direction", March 11) that the UK share of world trade in manufacturing, after decades of falling, has levelled off, or even slightly risen in the last nine years or so", and that "UK price and cost competitiveness, after a couple of years of deterioration, have now recovered to the mid-1980s level".

Table E1 of the February issue of the Monthly Review of External Trade Statistics shows that in the latest quarter for which volume figures are available, the UK share had fallen to an all-time low of 7.3 per cent, 11 per cent less than in 1982 and 8 per cent less than in 1983. Table F8 shows that in the

same quarter our trade-weighted relative export unit values were a disastrous 11 per cent higher than the average for 1984-88, despite the huge reduction in profit margins and the very substantial reduction in the relative living standards of manual workers in the import-competing and export industries, manifest in the continuing inability of industry to retain skilled labour.

The postwar decline in the UK share of exports of manufacturers was reversed in 1971, following the realignments of 1967-69. It remained after the Smithsonian agreement, but that was reversed again in 1975 and in 1977 following the devaluations of 1973-4 and 1976.

During the whole period an increase in relative export prices has, not surprisingly,

been consistently followed by a reduction in market share and vice versa. The monetary and exchange rate policies of successive governments and their unwillingness to impose selective and penal controls in the credit market have been to the advantage of the ERM even than in 1980-81.

Relative export unit values were 22 per cent higher than in October-December 1976, 14 per cent higher than in April-June 1979 and 36 per cent higher than in July-December 1978. Corresponding falls in market share have been 27 per cent, 19 per cent and 30 per cent.

There will, and indeed can,

be no recovery while sterling remains overvalued within the ERM. No system of fixed



**INSIDE**

**SIA campaigns for open skies policy**

Singapore Airlines has launched a campaign for a global "open skies" policy to replace the existing regulatory system governing the international air transport industry. The current bilateral system, dating back to 1944, has become "the biggest single barrier to airline stability and profitability", according to Mr Cheong Cheong Kong, SIA's managing director. Page 23

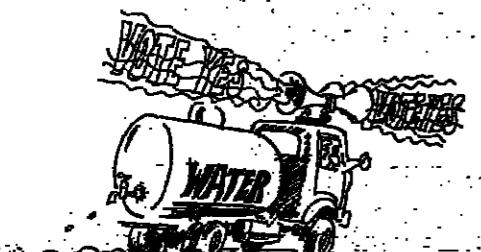
**Turtle replacement flops**

Dwindling sales of Teenage Mutant Ninja Turtles resulted in Hong Kong toy company Playmates International announcing a 27.5 per cent drop in 1991 earnings to \$14.8m (£8.114m) in 1990. It remained the most profitable toy company in the world. The much-vaunted "Toxic Crusaders", which include Headbanger (above), a demented scientific genius fused to a dim-witted friendly messenger of singling telegrams, was a big disappointment, with the grotesque figures withdrawn within a year. Page 23

**Christies cuts final dividend**

Christies International, the auctioneer, slashed its final dividend after pre-tax profits fell from £43.1m (£75.85m) to £8.4m in 1991. The final dividend was set at 1p, down from 6p, to give a total of 3.3p. Even so it was not covered by earnings per share of 2.12p. Mr Christopher Davidge, managing director, said he thought the art market had now bottomed out. Page 27

**Double trouble**



This is a crucial time for South Africa, and in particular for Mr Kraai van Niekirk, the country's minister of agriculture: He has two pressing problems — campaigning for a vote for continuing reform of the country's political system, and the drought which has affected a significant proportion of the Republic. Page 38

**Istituto Bancario San Paolo**

Istituto Bancario San Paolo di Torino owns 2.23 per cent of Salomon, not 12.23 per cent, as was shown in a diagram on this page yesterday.

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**Chief price changes yesterday**

FRANKFURT (DM)		PARIS (FFP)	
Fliesen	+ 30	Air Liquide	761 - 14
Goldschmidt	- 288	Alusuisse	1200 - 37
Rosenthal	+ 14	Carlyle	574 - 13
Sal Chemie	+ 568	Geophysique	624 - 22
Salz	- 13	Sagam	1745 - 43
Asko	- 13	UAP	544 - 10
Deckel	- 332	TOKYO (Yen)	
Lammyer	- 23	Fliesen	799 + 79
Chrysler	+ 1	DM/DM	
Ford	+ 24	Falke	1470 - 210
Microsoft	+ 76	Dow Corning	1740 - 190
Unileys	- 10	Globe Steels	650 - 50
Failes	- 34	Hain Morris	671 - 63
Hilti	- 70	Menosco	1010 - 100
Pfizer	- 2	Glaxo	
LONDON (Pence)		Clinton Cards	
Reebok	157	Feedback	19 - 4
Enterprise	371	Globe	225 - 12
GKN	344	Laporte	579 - 12
Harrington	147	Lex Service	107 - 8
MTI	54	Lotto	45 - 10
Metlife Group	37	Scott &	
Medica	278	Newcast	443 - 13
Renold	5512	Watson	50 - 15
Padle	- 20	Tottenham Hot	105 - 7
Central TV	1298	WPP	50 - 15
Davidsons	- 9	Waco	99 - 7
Chrysler Int'l	115	Waco	99 - 7
Carve Hooper	8	Wellcome	9642 - 1612

**Italian stake in Fokker revealed**

By Ronald van de Krol  
In Amsterdam and  
Robert Graham in Rome

**THE SCRAMBLE** by European aircraft manufacturers to consolidate their position in the regional jet market took a twist yesterday with the disclosure that Finmeccanica, the Italian state-controlled holding group, had accumulated a 6.02 per cent stake in Fokker, the Dutch aircraft group. The stake is worth £17.5m (£38.1m) at Fokker's current share price.

The announcement coincides with negotiations between European aircraft groups to try to rationalise the loss-making European regional aircraft industry.

Last week, Fokker announced it was in discussions with Deutsche Aerospace to expand collaboration in regional jets. The German company will participate in Fokker's plans to develop a smaller version of its Fokker 100 jet.

With the purchase of the Fokker stake, Finmeccanica appears to be hedging its position in the current restructuring of the industry to ensure it will play a role in the development of a new regional jet. The Italian company declined to comment yesterday.

The disclosure comes at an embarrassing time for Finmeccanica and its aerospace subsidiary Alenia. The French authorities have been pressuring the Italian group for an early decision on injecting £250m to increase the capital of SGS-Thomson, the semiconductor venture in which Finmeccanica has a 45 per cent stake.

Finmeccanica's investment in Fokker came to light as a result of a new Dutch law introduced last month requiring shareholders to disclose stakes of 5 per cent or more in quoted Dutch companies.

Fokker declined to say if it believed the Italian stake was a long-held investment or a more recent purchase. However, some industry officials suggested last night that Finmeccanica had held an undisclosed stake in Fokker for some time.

Additional reporting by Paul Betts in London

**Iacocca's successor to come from General Motors Europe**  
**Eaton to take over at Chrysler**

By Alan Friedman in New York

THE long-running search for a new head of Chrysler, the third biggest US carmaker, ended yesterday when Mr Robert Eaton, the president of General Motors Europe, was named to succeed Mr Lee Iacocca as Chrysler's chairman and chief executive.

Mr Eaton, 52, takes over when Mr Iacocca steps down in December 31, but will not take office immediately as Chrysler's vice-chairman and chief operating officer.

In the interim, Mr Eaton followed a weekend of activity at the company. Mr Eaton flew to New York, where he met Mr Iacocca and a group of Chrysler directors for a meeting that lasted until midnight on Saturday. Mr Iacocca said yesterday

the board had considered a dozen candidates over the past six months.

The man seen as the main victim of Mr Eaton's appointment is Mr Robert Lutz, the former head of Ford Europe who joined Chrysler in 1988.

Mr Lutz said yesterday he would continue as Chrysler president, reporting to a revived Office of the Chairman that will consist of Mr Iacocca and Mr Eaton.

One of the key issues for Mr Eaton is whether to seek a merger or joint development venture with a non-US vehicle com-

pany. In 1990 Chrysler broke off alliance talks with Fiat of Italy. Chrysler, with around 30 per cent of its revenues in the US, has the smallest overseas presence of the Big Three of Detroit.

Mr Eaton will face significant managerial and financial challenges. Chrysler, in common with other US carmakers, is suffering from weak US consumer demand and strong competition from Japan and European car imports.

Mr Lutz said yesterday he was not sure whether to merge with another carmaker or to compete without seeking a merger for at least five years.

Wall Street seems largely unmoved by the job changes, with the share price of Chrysler nudged up by 1.5 per cent. Eaton's challenge, Page 24

**Detroit's wheel of fate spins once more**

**H**istory seemed to repeat itself yesterday for Mr Lee Iacocca, the flamboyant boss of Chrysler, in the corporate battles surrounding the naming of Mr Robert Eaton as his successor.

In the late 1970s Mr Iacocca was the brash second-in-command at Ford, champion to the bit for Mr Henry Ford to step aside so that he could take over. In 1978, when Mr Ford died, Mr Iacocca left Ford for Chrysler.

Mr Iacocca, now a slightly tattered hero of 1980s corporate America, has lately found himself in the same role that Mr Ford was playing.

Mr Robert Lutz, the Swiss-born



Lee Iacocca

Chrysler president hired by Mr Iacocca in 1988 from a languishing career in the senior ranks of Ford, seemed to many to be Mr Iacocca's heir apparent. But he has been at odds with Mr Iacocca for several months and has made no secret of his desire to succeed him, even building support among institutional shareholders and allies in the executive suite.

Mr Iacocca's status as an American folk hero rests on his reputation as the man who led Chrysler back from the brink a decade ago by hectoring Congress into approving \$1.5bn of loan guarantees.

His reputation has been compromised by Chrysler's renewed problems, but that did not prevent Mr Iacocca from playing the same trick on Mr Lutz as he did on Mr Ford: to stay on as an American folk hero.

The question now is whether Mr Iacocca, 67, will be able to restrain himself when he retires at the end of this year. He will stay on as a board member and chairman of the executive committee, giving him a platform from which to keep an eye on his successor — and continue his trenchant criticism of Japan.

A second issue is whether Mr Iacocca, 67, will be able to restrain himself when he retires at the end of this year. He will stay on as a board member and chairman of the executive committee, giving him a platform from which to keep an eye on his successor — and continue his trenchant criticism of Japan.

Dealing with his predecessor is only one of Mr Eaton's problems. Chrysler lost \$795m last year, compared with 1990 earnings of \$65m.

By comparison with the \$4.5bn lost by General Motors in 1991, this seems small. But it will not be easy for Chrysler to improve its financial health quickly. Much

he would not be "a big force" after he hands over to Mr Eaton. Mr Lutz admitted he was "disappointed" yesterday, but pledged to stay on.

And Mr Iacocca, with characteristic hyperbole, called reports of a rift between him and Mr Lutz "crap with a capital C".

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Operating margins fell to 7 per cent from 10.5 per cent. WPP's interest bill was \$48.8m in 1991 against \$24.3m in 1990.

## INTERNATIONAL COMPANIES AND FINANCE

## Profits at Lafarge Coppée tumble 44% to FFr1.2bn

By William Dawkins in Paris

LAFARGE Coppée, the world's leading construction materials group, yesterday announced a 44 per cent decline in annual profits, its first downturn for eight years.

Mr Bertrand Collomb, chairman, attributed the setback to the deep recession in the US construction industry, competition from allegedly dumped imports into Spain, and a collapse in plasterboard prices across Europe.

Group net profits fell from FFr2.19bn (\$390m) in 1991 to FFr1.23bn, on turnover down by 2.7 per cent to FFr31.6bn. Adjusting for exchange rate changes and acquisitions, sales fell by an underlying 4.6 per cent, said Mr Collomb.

"Clearly, it has been a bad year," he said.

The chances of a recovery this year depended on a pick-up in the US and Canada, where Lafarge lost the equivalent of FFr650m last year. Mr Collomb believed the US market touched bottom last year, with a 9 per cent decline in sales. However, Lafarge's order books there had not yet shown any real sign of a pick-up.

Spain added a FFr240m hit, where prices have been hit by cut-price imports from Romania, Turkey and Tunisia, currently the subject of a European Commission anti-dumping investigation.

Meanwhile, Lafarge's plasterboard division, which accounts for 8 per cent of group sales, lost FFr210m because of fierce price competition with Britain's BPI.

Like other German banks, the Munich-based institution experienced a big jump in profits last year. In the first 10 months, operating profits rose 2.6 per cent to DM1.1bn. Partial operating profits, which exclude trading on the bank's own account, were 11 per cent higher at DM972m.

The bank said the new shares would be offered at DM330 each, probably from the end of April, and would rank for the full 1992 dividend. Yesterday, Hypo-Bank's shares closed at DM343, down 2.3m.

Mr Eberhard Martini, chief executive, hinted in December that a capital increase might be implemented this year in line with the growth of the bank's business. Hypo-Bank has been expanding in east Germany, where it has 27 branches, and has just opened a subsidiary in Prague.

Part of last year's higher earnings are being used to increase the bank's provisions against uninsured Soviet debt. Cover is being raised from a quarter of its exposure of nearly DM600m to more than two-thirds. It is keeping the dividend unchanged at DM13 a share.

• Generale Bank, Belgium's largest, is seeking a foreign acquisition, preferably in Germany, executive committee chairman Ferdinand Chaffart said.

"We have a priority for acquisitions abroad - in the Netherlands, England and, above all, Germany," he said.

"I consider an acquisition in Germany should be favoured, even if many people here would prefer an opening in the Netherlands." He said he would seek a capital increase if two investment opportunities arose at the same time.

Last year, the bank acquired a majority stake in French Banque Parisienne de Crédit.

US, will use part of the proceeds to repay a FFr59m loan it took out in 1991 to finance half of its acquisition of John E. Chance, a US surveying company.

The consultancy group, with annual turnover of FFr130m and a workforce of 2,200, is active in geo-technical and offshore services, surveying and environmental consulting. It has more than 100 offices in 30 countries.

## Fugro-McClelland in partial flotation

By Ronald van de Krol

FUGRO-MCCELLAND, the Dutch-based group of consultancy engineers, is to float roughly one-third of its shares on the Amsterdam Stock Exchange next month. It wants to raise up to FFr128m (\$65m) to finance a recent acquisition in the US and to fuel growth.

The company will offer 3.2m shares to the public, at between FFr37 and FFr40 each, with the final price to be announced on March 30.

Trading in the shares will begin on April 7, marking the first company flotation in Amsterdam so far this year. Of the shares on offer, 1.68m are existing shares held by several Dutch institutional investors and venture capital firms. The rest will be newly issued.

Fugro-McClelland, the product of a 1987 merger between Fugro of the Netherlands and McClelland Engineers of the

UK and the Netherlands. In 1990, Wolters Kluwer incurred net extraordinary charges of FFr1.28bn. The company said two core business activities in particular - legal and medical publishing - saw the biggest gains in operating results.

Wolters Kluwer, which is also active in business, scientific and educational publishing, operates mainly in Europe and the US.

The 1991 results include FFr6m in after-tax extraordinary charges for reorganisations being carried out in the

## Hypo-Bank seeks extra DM910m in rights issue

By Andrew Fisher

In Frankfurt

BAYERISCHE Hypotheken- und Wechsel-Bank (Hypo-Bank) plans to raise around DM910m (\$545m) in the next few months, through a one-for-six rights issue, to help finance its expansion.

Like other German banks, the group continued with acquisitions, spending FFr1.9bn on eastern Europe, the Mediterranean and south-east Asia. This left debts slightly up, at FFr8.1bn, where they represented 37 per cent of shareholders' funds by the end of year, against 33 per cent.

Gearing was "reasonable and prudent" and Lafarge planned to keep it at around that level for the foreseeable future.

## Wolters Kluwer net up 24%

By Ronald van de Krol in Amsterdam

WOLTERS Kluwer, the Dutch publisher, said net profit rose 24 per cent to FFr21m (\$114m) in 1991. It forecast further increases in profit and turnover for 1992.

The company, one of the Netherlands' Big Three publishers, said yesterday it would raise its 1991 dividend to FFr1.16 a share from FFr1.00 in 1990.

Operating profit in 1991 increased by nearly 30 per cent to FFr32m, on turnover up 17

per cent at FFr2.88bn. The company said two core business activities in particular - legal and medical publishing - saw the biggest gains in operating results.

Wolters Kluwer repeated its previous medium-range forecast that turnover would reach FFr2.7bn in 1992, up from 1.7 per cent annual growth in fully-diluted profit per share between now and then.

In 1991, net profit per share rose by 17 per cent to FFr3.46.

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## INTERNATIONAL COMPANIES AND FINANCE

## Playmates profit turns turtle as sales dwindle

By Simon Davies in Hong Kong

DWINDLING sales of Teenage Mutant Ninja Turtles resulted in Hong Kong toy company Playmates International announcing a 27.5 per cent drop in 1991 earnings to HK\$86.6m (US\$114.5m) from HK\$120m in 1990.

But it remained the most profitable toy company in the world. The Mutant Turtles were the best-selling toy in the US last year, in their fifth year on the market, while Playmates' new "WaterBabies Dolls" became the number one baby doll in the US.

The company blamed an overall fall in sales on the "difficult overall retail climate". Playmates had announced an 8 per cent increase in profit at the interim stage, but the anticipated surge in Christmas sales failed to materialise.

The company said it took a decision not to ship heavily during the fourth quarter, leaving retailers "sold through" and ready to reorder at the start of 1992. Operating profit was sharply lower, falling 31 per cent to HK\$11.7m, but the net profit figure was rescued by a

sharp reduction in overseas tax.

Analysts expressed concern that sales of the mutant plastic action figures had peaked and Playmates had failed to come up with a "hot" replacement. The much-vaunted "Toxic Crusaders" was a big disappointment, with the grotesque figures withdrawn within a year of their launch.

The company has retained a war chest of more than HK\$1.5m to seek "opportunities in mergers, acquisitions as well as diversifications", but it has had difficulty locating suitable targets.

Playmates recommended a final dividend of 25 cents and a special cash dividend of 40 cents, making a total payout of 83 cents a share, compared with 65.5 cents in 1990 – adjusted for a bonus issue.

Mr Chen Tai Ho, chairman, described the outlook for 1992 as "excellent", with strong sales expected for product lines including a number of new lines based on television shows and films, including "The Addams Family".

## Restructuring lifts Elron Electronic

By Hugh Carnegy in Jerusalem

ELRON Electronic Industries, which groups several leading Israeli high-technology companies, announced net profits for 1991 of \$20.3m, up almost three-fold from \$7m the previous year, due mainly to one-time gains from a restructuring of its holdings.

The sale on the New York over-the-counter market of more than 10 per cent of Elron, its principal affiliate, was chiefly responsible for a contribution of \$1.8m to total revenues of \$27m made by sales of stock in group companies.

The sale reduced Elron's holding in Elbit, which makes military electronics and computer-based medical imaging equipment, to 44.3 per cent from 55 per cent.

Elron, established in the 1960s, has a record as a pioneer among Israeli private sector companies in both military and civilian high-technology prod-

ucts, with the vast majority of sales outside Israel. Itself quoted on Nasdaq, Elron's main companies, Elbit, Elscint, Fibronics and Optrotech are also quoted on New York markets.

Combined sales by Elron companies reached \$55m in 1991 compared with \$32m in 1990.

Elbit and Elscint were the best performers, while Optrotech and Fibronics, in the printed circuit board and fibre-optics markets, respectively blamed recession for lower sales and lower margins.

During 1991, Elron paid down its debt to zero. It was also due yesterday to complete a stock placement with Israeli institutions to raise more than \$20m with a view to financing further expansion.

Net earnings per share in 1991 came to \$1.26, against 48 cents in 1990.

## Schroders Asia sued over Paladin's NZE takeover

By Simon Davies

SCHRODERS Asia, the Hong Kong merchant bank 75 per cent owned by Schroder of the UK, has become the first financial adviser in Hong Kong to face major legal proceedings for alleged negligence.

Paladin, a Hong Kong investment company, served a writ against Schroders Asia yesterday, claiming damages of HK\$100.6m (US\$13m) as a result of the merchant bank's role as adviser to its previous directors and independent committee on the acquisition of New Zealand Equities (NZE). The New Zealand-listed company went into receivership in February 1990, seven months after Schroders' recommendation was given.

Ms Lillian Oung, Paladin chairman, said yesterday: "Paladin's legal advisers, in consultation with both Hong Kong and leading London counsel, have stated that they were quite satisfied that Schroders Asia has been grossly negligent in discharging its duties

## Pacific Dunlop lags 22.5% at halfway

By Kevin Brown in Sydney

PACIFIC Dunlop, the diversified Australian manufacturing group, yesterday announced a 22.5 per cent cut in interim net profits to A\$106m (US\$79.6m) for the six months to the end of December. Turnover improved 14.5 per cent to A\$2.5bn.

Mr John Gough, chairman, said the result was a "satisfactory" outcome for the "very difficult" period. The result was in line with forecasts in the annual report.

Mr Gough said demand had been flat in all the group's main markets in Australia and New Zealand, and the impact of the recession had spread from consumer products to those associated with the construction and automotive industries.

The Petersville Sleigh foods subsidiary, acquired from the Adelie Steamship group in September, had returned a "satisfactory" profit, he declared. Sales were slightly down on the comparable four months of the previous year. Mr Gough said demand for consumer products was improving and some signs of recovery had been evident in the automotive replacement market. However, demand for industrial products continued to be depressed.

He added that an improved performance from the group's international businesses should lead to an improvement in profits for the second half, unless the Australian economy deteriorated further.

The group was expected to report lower profits for the full year, however, because of the "slower-than-expected recovery of the Australian economy," he said.

The directors declared an unchanged interim dividend of 10.5 cents per share, but it will be franked to 55 per cent, compared with 100 per cent in the previous first half.

Mr Gough said the reduction in franking was in line with advice to shareholders in the annual report that the company's franking capacity in the current year would be abnormally low.

This was because of the slow economic recovery, the increased dividend servicing requirement resulting from an A\$64m rights issue last year, and the minimal franking capacity contributed by Petersville Sleigh.

## Spimaco plans share offer

THE Saudi Pharmaceutical Industries and Medical Appliances Corp (Spimaco) is to double its share capital to SR600m (\$160m). Reuter reports from Al-Khobar.

Mr Abdallah bin Abdel-Aziz Abdel-Kader, managing director, said that subscriptions would be invited for 2.5m new shares at a price yet to be set.

Another 500,000 shares, at a nominal value of SR100 each, would be offered as a bonus to existing shareholders on the basis of one-for-six.

The public offer by Arab-Malaysian Finance (AMFB) for 10.7m M\$1 shares at M\$3 per share has been oversubscribed 9.25 times, Reuter reports from Kuala Lumpur.

A total of 90,142 applications for 109,67m shares were received, the issuing house MDF Consultancy and Corporate Services said.

Besides the public portion, AMFB allotted 34.5m shares for sale to existing shareholders and 3.3m shares to its employees and workers of Arab-Malaysian Merchant Bank.

## Nippon Mortgage debt plan

SUMITOMO Trust & Banking, a leading Japanese trust bank, will assist in the restructuring of debt-laden Japanese non-bank financial institution Nippon Mortgage, starting on April 1, Reuter reports from Tokyo.

Nippon Mortgage has debts of about Y500bn (\$4.85bn) and is behind in interest payments on about 40 per cent of those, Sumitomo Trust said. The plan involves Nippon Mortgage paying back Y200bn to its creditors by selling Y400bn of assets, mainly in property and securities.

It will also ask its creditors to delay loan repayment and reduce interest.

There are 68 financial institutions which have extended loans to Nippon Mortgage, Sumitomo Trust, Nippon Mortgage's main creditor, now extends its loans worth Y110bn.

The restructuring also calls for Sumitomo Trust to extend all necessary funds to Nippon Mortgage from April 1. The trust bank expects to lend about Y28bn in 1991/92.

Sumitomo Trust will also send seven officials to Nippon Mortgage, of whom three will become directors after an extraordinary shareholders' meeting this month. Mr Hideki Iino, Iino, one of three former Sumitomo Trust officials already working at Nip-

pon Mortgage, was appointed president on March 10.

Nippon Mortgage mainly extends housing loans and loans guaranteed by real estate, but has no overseas operations.

Japanese non-banks are financial institutions which offer loans but do not accept deposits. They rely on banks for over 80 per cent of their funds to finance their own lending, analysts said.

Some Japanese non-bank financial institutions are facing a rough road after adventurous lending in the 1980s left them saddled with bad property loans and real estate firm bankruptcies.

## SIA searches for global 'open skies' policy

Paul Betts reports on an airline concerned at the bilateral system of air agreements



Cheong Choong Kong (left), managing director and his deputy Michael Tan

SINGAPORE Airlines (SIA), one of the airline industry's big success stories of the past 10 years, competing with British Airways for the title of the world's most profitable carrier, has launched a campaign for a global "open skies" policy to replace the existing regulatory system governing the international air transport industry.

The airline is worried its long-term expansion could be undermined unless the current bilateral system of international air agreements is replaced by a more liberal, multilateral approach to regulations.

The bilateral system dating back to the 1944 Chicago Convention is the single barrier to airline stability and profitability, Mr Cheong Choong Kong, SIA's managing director, warned at two recent aviation conferences.

The airline's campaign also coincides with a meeting in Montreal early next month of the International Civil Aviation Conference (ICAO), the air transport arm of the United Nations, to discuss changing the present bilateral system and moving gradually to a more collective, multilateral system reflecting the increasingly global nature of air transport.

"The present bilateral system is outdated," Mr Michael Tan, SIA's deputy managing director, said in an interview in Singapore. "The current system is used to protect carriers and the wider economy, to the detriment of consumers and the wider economy, according to Mr Tan. He now hopes both North American and European Commission proposals to negotiate future air agreements as blocs will help forge a more liberal, multilateral system. But he is also worried the new North American and European blocs could become protectionist. This would probably force Asian countries to consider forming a retaliatory bloc of their own.

This would be a last resort, added Mr Tan, who argued in favour of a system in which multilateral regulation would be intended only to ensure a "level playing field" and open market access to all airlines. With more and more airlines forging international alliances including cross-border equity investments in other carriers, the structure of international aviation is rapidly changing and becoming

SINGAPORE Airlines is to restructure its subsidiary Singapore Airport Terminal Services (Sats) to streamline its operations, Reuter reports from Singapore.

SIA said the restructuring, effective April 1, involves merging three Sats' subsidiaries, Sats Airport Services (SAS), Sats Apron Services (Saprion) and Sats Passengers Services (SPS).

The businesses of Saprion and SPS will be transferred to SAS from April 1. Besides its cargo operations, SAS will take over the entire operations of Saprion and SPS. Saprion and SPS will be liquidated.

global making the old system of bilateral air agreements increasingly irrelevant, according to SIA.

The airline has been the first to establish what it calls a "tri-

predictable and conducive to planning," he said.

Like the rest of the airline industry, SIA has not escaped the slump caused by the Gulf conflict and the economic recession in several western markets. But it has fared better than most, with pre-tax profits 7 per cent lower at \$884.5m (US\$880m) for the first half of its current financial year ending this month.

"The Gulf war and the recession were blessings in disguise because they reminded us of our mortality," Mr Cheong told his staff at the beginning of this year.

Unlike many of its international competitors, SIA decided not to cancel or defer any of its outstanding aircraft orders. "We did not downsize the company; our mission is a long-term one and the airline has the strength to cope with ups and downs in between," Mr Tan said.

This confidence reflects the bullish outlook for the Asian-Pacific air travel market. "A great part of our capacity is deployed in Asia and we see the market going up 8 to 10 per cent in the next three years," Mr Tan said. SIA is developing new routes in the region and has just started flying again to Vietnam after a 17-year interruption. It is also about to start services to South Africa and to Madrid later this year.

But the airline's longer-term growth ambitions are now facing two significant obstacles. The first is the increasing congestion developing at important airports in the Asian region as well as in Europe and the US. To cope with this problem, SIA is one of the airlines actively discussing with Boeing and Airbus the possibility of developing an ultra large 600 seater aircraft by the turn of the century.

The second is the risk that instead of liberalising world air transport even further, the emerging new international trade and economic blocs will increase protectionism. Nothing could be worse for SIA.



## A RESILIENT PERFORMANCE BACKED BY A STRONG BALANCE SHEET

"The combination of good people, a solid financial base and a diversified operation gives us considerable confidence for the future."

Gary Allen, Chief Executive

### FULL YEAR RESULTS 1991

	1991	1990
Sales	£968.0m	£1,029.4m
Profit before tax	£73.3m	£115.1m
Earnings per share	15.0p	23.0p
Dividend per share	10.0p	10.0p

- Dividend held at 10.0p
- Gearing remained low at 22.5%
- Continuing investment in new plant, machinery and acquisitions

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PARTICIPATING SHARES  
PARTICIPATING SHARES SERIES A

## NOTICE OF ANNUAL GENERAL MEETING

The holders of Participating Shares and Participating shares series A of RHONE-POULENC SA are hereby notified that the Annual General Meeting of the holders of such Shares will be held on April 13, 1992 at:

- 10:30 am for holders of Participating Shares ; and
- 11:00 am for holders of Participating Shares Series A

at the registered office of RHONE-POULENC SA, 25 Quai Paul Doumer in COURBEVOIE (Hauts de Seine), France, for the following purposes:

- presentation of the management report of the Board of Directors on the situation and the activity of RHONE-POULENC SA during the fiscal year 1991 ;
- presentation of the reports of the auditors :
  - on the annual financial statements and the consolidated financial statements for the fiscal year 1991
  - on the elements serving as the basis for the determination of the annual payments on the Participating Shares and the Participating Shares Series A.

In order to be admitted to or to be represented at the Annual General Meetings, the holders of shares in registered form must be inscribed in the register held by SOCIETE GENERALE, acting in the capacity of agent, at least five days before the date fixed for the Annual General Meetings.

The holders of Shares in bearer form must deposit, within the same time period, a receipt of deposit obtained from any bank, financial establishment, or stockbroker.

The access cards permitting attendance at these Annual General Meetings or the proxies for the purpose of being represented at these Meetings will be delivered to holders of Shares who request them.

The documents which have to be communicated at the Annual General Meetings, will be placed at the disposition of the holders of Shares in accordance with legal requirements.

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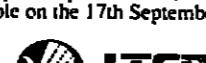
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Pursuant to Note conditions, notice is hereby given that for the interest period 17th March, 1992 to 17th September, 1992 (183 days), an interest rate of 5 1/4 per cent. per annum, will apply (minimum rate condition).

Amount per coupon (No. 14) = US\$268.33  
Payable on the 17th September, 1992



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MARINE MIDLAND BANKS, INC.

Floating Rate  
Subordinated Notes Due 2000

Interest Rate 5 1/4% p.a.

Interest Period 16th March 1992  
16th June 1992

Interest Amount per  
U.S. \$200,000 Notes due  
16th June 1992

U.S. \$670.83

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the notes will bear interest at  
10.8531% per annum. Interest  
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To the Holders of  
Restructured Obligations Backed  
by Senior Assets, B.V.

Pursuant to the Indenture dated

May 1, 1990, as amended and re-

stated as of June 15, 1990, between the

Holder and State Street Bank and

Trust Company, as Trustee, notice

is hereby given that for the

Interest Accrual Period March 10,

1992 through June 9, 1992, the

rates applicable to the Secured

Senior Floating Rate Notes and

Secured Senior Subordinated

Floating Rate Notes are 4.73750%

and 5.16500%, respectively.

Vote starts  
to change  
Equitable  
Life status

By Nikki Tait in New York

THE formidable task of "demutualising" the Equitable Life Assurance Society, the large US insurer, has got under way with the mailing of 2.2m ballots to eligible policyholders.

Two-thirds of policyholders voting must be in favour for the "demutualisation" plan that is a scheme which will turn the company from one belonging to policyholders to one owned by shareholders - to go ahead. The vote is scheduled for May 6.

A hearing by the New York Insurance Department has also been arranged for April 21; approval by the New York Superintendent of Insurance is a further pre-condition to the move.

The Equitable has been struggling financially following over-aggressive expansion in the 1980s and heavy exposure to junk bonds and property-related investments.

Last year, Axa, the French insurance company, provided a much-needed \$1bn capital infusion which will convert into an equity stake of between 40 and 49 per cent when demutualisation occurs.

The demutualisation scheme will allocate ordinary shares among Equitable's policyholders, and is being combined with an initial public offering, which will involve selling shares to outside investors.

The offering must raise at least \$300m. Part of this money will go towards providing alternative cash payments or policy benefits to policyholders receiving a small number of shares under the demutualisation scheme; up to \$220m may be used to pay operating expenses and dividends; the rest will be added to Equitable's capital.

In the demutualisation documents, Equitable revealed that individual insurance and annuity policy surrenders and withdrawals increased by 53 per cent to \$1.85bn in the first nine months of 1991 over the comparable 1990 figure.

It also says that equity real estate and below investment grade debt and equity interest rates comprised 12.6 per cent and 14.2 per cent respectively of the \$41.5bn general account and GIC segment investment portfolio.

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He said any improvement in the US economy and in Europe would not be perceptible until the second half of 1992.

The company said sales in its imaging division during January and February were slightly lower than in the comparable period a year ago.

The company said worldwide orders for its athletic footwear and apparel scheduled for delivery between March and July 1992 was about \$1.4bn, up 15 per cent over the same period a year earlier.

In the third quarter, the group lifted net earnings to \$82.5m from \$70.7m the previous year which took earnings per share for the period to \$1.08, against 93 cents. Revenues advanced to \$867m from \$802.2m.

Nike said it expected to achieve higher earnings in its fourth fiscal quarter ending May 31. In the same period of 1991, the group earned 76 cents a share, down from 89 cents.

Mr Philip Knight, chairman, said the company's strong international growth was highlighted in Germany, where it posted a 38 per cent rise in sales and market share to the number two shoes sportswear company for the first time.

The Italian group, which publishes Corriere della Sera, one of Italy's leading newspapers, has decided to end its involvement, too. This will involve a share swap - Nike

and Rizzoli may also review their joint holdings in several other titles.

## INTERNATIONAL COMPANIES AND FINANCE

## Eaton faces a challenging drive

By Kevin Done, Motor Industry Correspondent

LAST Friday, Mr Robert Eaton was extolling the long-term nature of General Motors' commitment to Hungary as he drove the first Hungarian-built car of modern times off the assembly line at GM's new car assembly plant in western Hungary.

After 29 years, his own commitment to GM had only hours to run, however.

Having taken his leave of Mr Jozsef Antall, the Hungarian prime minister, Mr Eaton rapidly changed aircraft, changed scenes and changed companies.

By yesterday he was in Detroit to be presented to the world as the chairman-elect of Chrysler, the smallest of the big three US car makers.

The Chrysler board's choice of Mr Eaton was "a unanimous decision," said Mr Lee Iacocca, chairman since 1979 and not a man short of hyperbole.

"Bob Eaton has impeccable credentials and an incredibly successful track record at General Motors."

But Mr Eaton, who became vice-chairman and chief operating officer of Chrysler with immediate effect and chairman

and chief executive officer from the end of the year, has seldom taken a greater risk.

As president of GM Europe, Mr Eaton led probably the most profitable volume car maker in Europe last year. He is giving that up in favour of taking sole charge of a corporation which last year suffered a net loss of \$756m on a turnover of \$29.4bn, and whose senior management is nursing several badly-bruised egos after being overlooked in the hunt for a new chairman.

Mr Eaton had the good fortune to take over as president of GM Europe when the operation was riding a wave of unprecedented financial success.

For years GM had been the poor relation of Ford in Europe, racking up heavy losses. The corner was turned in 1987, however, when GM Europe managed to eke out a net profit of \$343m a year earlier.

Mr Eaton's success has been to keep GM Europe on course, and the figures have clearly not been lost on Chrysler. He

became GM Europe president in mid-1988 and in the three years 1989-91, under his sole charge, the operations accumulated a total net profit of \$5.5bn.

To a Detroit awash in red ink, such a performance excuses Mr Iacocca's hyperbole, particularly when it has been achieved in four years when Ford of Europe has collapsed from record profits to record losses.

Mr Eaton came to Europe as one of GM's most accomplished engineers and since 1982 had been vice-president of the Advanced Engineering Staff.

Throughout the 1980s he was in the forefront of GM's efforts to "down-size" its products in response to successive oil crises and for a period he was chief engineer for GM's small family car project at the Chevrolet Engineering Centre.

In Europe, his broader management skills blossomed. He led one of the best-motivated senior management teams in the European car industry from GM's tightly-run headquarters in Zurich, and in the past three years has proved

himself to be a formidable deal-maker.

Caught napping in the battle to take control of Jaguar, the UK luxury car maker, Mr Eaton turned the tables only months later by stealing Saab, the Swedish car maker, from under the noses of Fiat of Italy.

It was also fitting that Eaton's last act for GM was to drive the first Opel Astra off the new assembly line in Hungary last Friday. He has been the architect of GM's ambitious expansion in eastern Europe with important projects in eastern Germany and Poland as well as in

Hungary.

He has led GM Europe's efforts to increase its capacity by 25 per cent by the mid-1990s, and has kept the company's vital new product programme on track, most recently with the launch of the Opel/Vauxhall Astra.

In Europe, he has undoubtedly enjoyed a following wind, but at Chrysler he will have to prove that he can hold the helm through much stormier conditions.

## Investcorp leads \$450m bid for Circle K

By Karen Zagor in New York

and an additional \$30m after the deal has been closed.

Some liabilities would also be assumed by the investors, including Spain's Corporacion CNI and the US property developer RAK Development.

All Circle K's common and preferred stock would be cancelled and new shares of common stock would be issued by the purchaser.

Under the plan, the net acquisition proceeds will be shared among the remaining creditors based on the priority of their claims.

Mr Bart Brown, Circle K chairman, said the plan had two primary advantages.

"First, it would provide our creditor groups with substantial value in cash; and second, it would enable the company to continue as a vigorous competitor in the convenience store industry."

Circle K ran into trouble in the 1980s after it took on \$1bn of debt during a six-year expansion programme aimed at quadrupling its store base to more than 4,600. The company was also hit by strong competition from petrol stations which installed convenience stores at their outlets.

In December, Circle K put forward a business plan which included cutting its store base

to 3,200 from 3,770 and withdrawing from 14 of the 32 states that it has operations.

Mr John Antico, the company's recently-appointed president, said: "We are continuing to take new steps to streamline operations, revamp and remodel facilities and remake Circle K into a leaner, more efficient, more profitable company with excellent prospects and enhanced opportunities for employees in the future."

The reorganisation plan is subject to acceptance by creditors and equity holders, confirmation under the bankruptcy code and consummation of the stock purchase agreement.

## Tenneco creates position of chief operating officer

By Our New York Staff

TENNECO, the US conglomerate in the throes of a restructuring, yesterday named Mr Dana Mead, 56, as chief operating officer, a new position at the company.

Mr Mead, formerly executive vice-president and director of International Paper, will have primary responsibility for Tenneco's operating divisions.

He will be named president in addition to chief operating officer in May, when Mr Michael Walsh, the group's recently-appointed chief executive, becomes Tenneco's chairman.

Mr Walsh said Mr Mead "will play an important role in moving Tenneco towards our goal of consistent profitability and growth".

In addition to his 14 years at International Paper, Mr Mead was a professor of social sciences at West Point, the US military academy, from 19



## INTERNATIONAL CAPITAL MARKETS

## Telebras offering heralds batch of Brazilian deals

By Tracy Corrigan

TELEBRAS, the Brazilian telecommunications company, yesterday launched a \$90m deal which heralds a further batch of offerings by Brazilian issuers.

Brazil returned to the international capital markets last year as the perception of its debt improved on expectations that a Brady plan for the rescheduling of its foreign debt was close to agreement. When no agreement was reached, prices on Brazil's commercial debt fell sharply, but demand for fresh bond issues does not appear to have weakened.

The five-year Telebras deal, arranged by Salomon Brothers, has a put option after three years, priced to yield 450 basis points over the three-year US Treasury. The deal included a 144a option for distribution in

the US private placement market, but dealers said demand for this small deal was concentrated in Europe.

Telebras is also planning to issue equity later in the year. Merrill Lynch has won the mandate to act as global co-ordinator of Telebras' offering of ADRs, expected to raise between \$600m and \$1.2bn. The ADRs will be listed and registered in New York, but placement is expected to be split between the US and the international market.

The new deal, arranged by Chase Investment Bank, is expected to emerge next month, with a tighter spread than yesterday's Telebras deal.

Meanwhile, a number of other Brazilian bond offerings are in the pipeline: Companhia Vale do Rio Doce (CVRD), the Brazilian iron ore company, is preparing to launch its second offering in the international capital markets. The \$150m Eurobond, with a 144a option

for placement in the US market, is expected to have a maturity of three years. CVRD returned to the international markets last year with a \$200m deal maturing in 1994 with a put option in 1998, which has performed well. The spread between the yield to put and the comparable US Treasury has tightened to 234 basis points, compared with a 300 basis point yield spread to maturity.

The deal was bid at 99%, around the level of its fixed price re-offer.

A FRIBON 10-year offering for Aerospatiale, the French aerospace company, suffered from an aggressive pricing in an unfavourable market conditions. Political uncertainty surrounding the local elections, scheduled for next weekend, is exerting a negative pull on French bond prices.

The Aerospatiale deal, priced at 52 basis points above the interpolated yield curve, widened by several basis points, as the trading level fell to 99.90 from 99.90.

Dealers said that a two-year bond issue for Aerospatiale was extending to short-dated bonds, where they perceive value in the wake of the sell-off, according to some traders.

Tokyo's outstanding 6½ per cent bonds due November 1994 are currently trading at just 8 basis points above the curve, of 35 basis points above the comparable BTAN to a current spread of 44 basis points.

Dealers said that Eurobonds with current coupons – that is bonds with coupons which accurately reflect current yield levels and therefore trade around their par value – have outperformed the market, tightening by three or four basis points.

Spreads on recent new issues which are still unplaced had already widened, but the unplaced paper still shows little sign of attracting any investor interest.

In the dollar sector yesterday, Toyota Motor Finance launched a \$200m three-year

deal via Crédit Suisse First Boston.

The deal was considered reasonably priced at 35 basis points above the comparable Treasury yield, and dealers said that the short end of the market is attracting what investor demand exists.

Some money managers are extending to short-dated bonds, where they perceive value in the wake of the sell-off, according to some traders.

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## UK COMPANY NEWS

## Pay-out held as IMI falls to £73m

By Paul Cheeseright, Midlands Correspondent

PRE-TAX PROFITS at IMI, one of the largest of the UK's international engineering groups, last year fell by more than a third to 1986 levels as recession caught hold of its titanium business.

The outcome for the year to end-December was £73.3m, compared with £115.1m in 1990, making the second successive year of decline. Nonetheless, the board remained comfortable about the resilience of other parts of the group and recommended maintaining the dividend at 1990 levels. There is a proposed final of 5.5p, bringing total payment for the year to a same-age 10p.

By contrast with Glynwedd, the last leading engineering group to maintain its dividend in the face of a sharp profits fall, the payments are surely covered by earnings of 15p per share, against 23p last time.

The figures were in line with expectations, and the share price drifted with the market to close 4p down at 243p.

"It was a tough year in many of the markets in which we operate," said Mr Gary Allen, chief executive.

In the coming year, IMI will depend more on the rationalisation and cost cuts it has made in the group to bring through higher profits than any economic changes.

"It is difficult to see any significant upward trend in most of the markets we serve," said Sir Eric Poutman, chairman.

IMI does not see much improvement in the UK economy until the last quarter, but will continue to invest, with capital spending exceeding the £50m spent in 1991.

Last year the titanium part of the group's refined and wrought metals business faced the toughest conditions as prices and volume dropped by up to 20 per cent.

As industry slid away, the group's customers "cut back their stocks" and competitors dropped their prices. The group also lowered its prices to keep its share of the market, but nonetheless the metals business incurred a trading loss of £2m compared with a trading profit of £23.4m.

Although IMI has five main operating divisions – building products, drink dispensing equipment, fluid power, special engineering and metals, the metals business is being re-organised with the copper interests going into building products, and titanium into special engineering.

Outside the metals business, its sales were slightly up, and not many engineering groups could have said the same in 1991. It is protected from recession to some extent by the wide variety of its products and its markets. The only snag is that on its own account the market prospects for 1992 are not bright. So an increase in 1992 profits is going to depend

## Divestment of computer side planned

IMI, which last December expanded its information technology interests with the £15m acquisition of Redwood International, is planning to float its computer servicing interests in about three years time, writes Paul Cheeseright.

It is also likely, when property markets have strengthened, to seek outside investors for its property interests, grouped together under the title of Holford Estates.

Mr Gary Allen, chief executive, acknowledged yesterday that these two arms "don't seem to lie well" with the rest of IMI's businesses.

The aim is to build up IMI Computing until it has turnover of about £200m a year before the flotation. This suggests further acquisitions. Buying Redwood doubled the size of turnover to about £60m.

The same approach will be adopted with Holford Estates, which has been developing business parks on industrial land surplus to IMI's requirements. "We need to build it up to a critical mass where it can attract outside investors," Mr Allen said.

IMI has five main operating divisions – building products, drink dispensing equipment, fluid power, special engineering and metals. But the metals business is being re-organised with the copper interests going into building products, and titanium into special engineering.

a great deal on the benefits obtained from rationalisation already undertaken. It is realistic to look for 1992 pre-tax profits somewhere between £55m and £50m, which could give earnings per share of about 18p to 20p and put the shares on a prospective p/e of 13.5, with a much sharper increase in 1993 when the economic cycle swings IMI's way.

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## Publishing performance gives BPP lift to £6.4m

By Roland Rudd

BPP HOLDINGS, the financial training and publishing group, announced pre-tax profits 23 per cent ahead, up from £5.1m to £6.3m, for the 1991 year.

A strong performance from publishing offset a fall in profits from training and language courses. These were hit by lower recruitment of chartered accountants and the Gulf war.

Mr Richard Price, chairman, said: "We like to think we are a good cash way for the general election. If the Conservatives win it will be good for the underlying strength of the economy, while if Labour wins it will be good for training."

Earnings per share increased to 17.5p (15.7p) as sales rose to £24.4m (£23.7m). An increased final dividend of 4.5p lifts the total to 6.5p (6.3p).

There was an extraordinary charge of £362,000 to cover the costs of closing BPP Management Education and the unsuccessful legal action to lift an injunction preventing the group from bidding for DC Gardner.

In May the group raised £12.3m by way of a rights issue used to acquire Letts Educational, publishers of home-study books for school examinations, for £3.7m, and the purchase of 75 per cent of Melrose, a publisher of vocational training packages, for £5.75m. The group now has net cash of £5.2m and is looking at various publishing companies to buy.

The publishing activities all did well, benefiting from the rise in numbers of college students, and increased profits to buy.

One product is a vaccine for the prevention of hepatitis B. It is in late-stage clinical development and the early phases of

regulatory approval. Current estimates of the size of the market for this product are about £250m, Medeva said.

The other product is a treatment for chronic hepatitis B virus. This is in early clinical development and will reach the market in five years.

Medeva is said it would probably seek a partner to develop the second treatment.

Meanwhile, Mr Bernard Taylor, executive chairman, said the company's unbranded generic businesses were for sale, adds Paul Abrahams.

These include a small part of the £25m Evans acquisition in January 1990, and Thomas Kerfoot which Medeva bought for £10m in September 1990. Mr Taylor said the businesses were holding their own.

Costs had been cut too, with author and print costs down 27 per cent to £64m and administrative expenses down 17 per cent to £37.2m.

Revenues received fell from £7.9m to £4.9m, as the group's cash balances were run down, from £23.5m to £9.1m. The cash inflow was insufficient to cover the outflow for tax, dividends, capital expenditure and working capital.

See Lex

## Medeva pays £9.3m for two hepatitis B products

By Richard Gourlay

MEDEVA, UK pharmaceuticals group, has bought worldwide rights to two hepatitis B products for about £5.5m.

Mr Ian Gowrie-Smith, managing director, said the acquisitions confirmed the programme of acquiring and developing pharmaceutical products with a short lead-time before they could be put on the market in five years.

Medeva is paying \$10m (£3.85m) immediately to Epicor and G.A. Investments.

The balance is dependent on successful completion of further development work and reaching some registration milestones in European countries.

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## UK COMPANY NEWS

# Rugby falls 16% on downturn in construction

By Andrew Taylor, Construction Correspondent

**PRE-TAX PROFITS** at the Rugby Group, which sells about a fifth of the UK's cement, tumbled by 16 per cent from £68.7m to £55.8m in 1991, as construction output fell sharply in the UK, US and Australia.

Turnover fell almost 8 per cent, from £578m to £532.6m. Despite the profits fall the company proposed a maintained final dividend of 3.5p for an unchanged total of 6.45p. This is comfortably covered by earnings of 12.7p (14.9p).

Profits from the UK cement division, which accounted for 37 per cent of trading profits, fell by a quarter from £25.7m to £19.1m.

Mr Peter Carr, managing director, said that UK cement volume sales fell by almost 18 per cent, compared with about 16 per cent for the industry as a whole. Rugby's main markets are in southern England which has been worst affected by the downturn in construction.

Mr Carr said that UK cement sales were expected fall by a further 5 per cent this year.

Profits from the UK joinery business, fell from £18m to £15.2m, despite benefits from new acquisitions. The division was hit both by falling sales and prices as UK residential and commercial property markets went into reverse.

The UK steel reinforcing business suffered particularly badly with profits falling from £4.2m to just £509,000.

Overseas profits also dipped sharply. The only respite was

found in Australia where demand from the alumina industry pushed cement and lime profits up by a quarter to £9.65m.

This was partially offset by a fall in Australian joinery profits from £1.26m to £203,000. US joinery profits fell from £242,000 to £235,000. Joinery profits from continental Europe fell by 6 per cent to £2.27m. Glass profits from continental Europe, however, rose by almost a third to £2.14m.

## • COMMENT

Forget about the profits, look at the strength of the balance sheet. Last year Rugby produced a positive cashflow of £12.6m leaving it with net cash at the end of the year of £23.5m. The oligopoly in the UK cement market, where there are only three large manufacturers, means that cement prices have not come under the same sorts of pressures as other building materials. Rugby, meanwhile, has put in some hard work reducing costs, cutting a further 400 jobs in the past 12 months. The cash flow benefits of cement making, however, is well known and is already in the share price. The group is in a position to spend up to £100m on acquisitions if it could find something worthwhile. Pre-tax profits slightly higher at £57m would put the group on a prospective p/e of 15. The shares are safe but look fully valued at this point in the cycle.

## Metalrax bucks sector trend with modest rise

By Richard Gourley

**METALRAX**, the Birmingham-based specialist engineering group, yesterday reported record profits and a sizeable increase in the dividend in sharp contrast to evidence of recession in much of the sector.

Pre-tax profits for the year to December 31 advanced from £7.18m to £7.21m on sales marginally lower, at £262.9m (£253.5m).

The company said the record profits had been achieved through productivity gains from capital investment and positive cash flows, as well as its broad spectrum of engineering activities, which range from branded storage systems and housewares to general engineering components.

Earnings per share rose from 7.25p to 7.62p and the directors have recommended raising the final dividend to 2.5p (2.58p), giving 3.9s for the year, a rise of almost 12 per cent. The company is also to make a 1-for-10 scrip issue. To this end, the directors are recommending that £325,523 of reserves be capitalised.

Metalrax said that its "momentum" had continued during the first two months of 1992.

## The soft seller forced to make the hardest sell

Gary Mead on the options facing WPP to reduce its enormous mountain of debt

**I**T IS fortunate that Mr Martin Sorrell, chief executive of WPP, appears to relish a challenge. He clearly has an enormous one on his hands.

On top of yesterday's announcement that pre-tax profits had fallen by 38 per cent in 1991, leaving underlying trading profits of just £58.4m, it now seems that WPP is about to try to raise up to £200m (£113.6m) from disposals to reduce its heavy debt burden.

With world advertising revenue unlikely to grow by more than 1 per cent this year, it is hardly the best time to be making fire-sales.

Nevertheless, Mr Sorrell may have little real choice. He confirmed yesterday that he has plans to re-organise WPP, which has two of the world's best advertising brand names, J Walter Thompson and Ogilvy & Mather.

The long-promised sale of the US agency Scali McCabe Sloves, which WPP acquired in May 1988, will stand ahead. In November 1990 Scali lost the £4m Volvo account when it was revealed that a Volvo commercial featuring the safety aspects of the brand had been rigged.

Yesterday Mr Sorrell said he had a "moral obligation" to sell the agency, in February this year Scali gained renewed confidence — and probably increased value — when it won



Ashley Ashwood

Martin Sorrell: facing an enormous challenge

Mercedes' \$15m North American account.

Disposal of all or part of WPP's market research subsidiaries — Millward Brown International, MRG Group and Research International — is another likely move. Flotation on the Tokyo stock exchange of a minority stake in its Far Eastern advertising interests is also on the cards.

Yesterday Mr Sorrell said that such moves would, on a "conservative" estimate, result in proceeds of some \$200m; he estimated that the group had a "short-term cash need over the

next year" of some \$100m. The timetable for all three actions was "the sooner the better", though certainly before the end of 1992.

The imperative behind the decision to make disposals and attempt flotation clearly comes from WPP's banks rather than from Mr Sorrell, who described the relationship with the co-ordinating committee — formed by Bankers Trust, JP Morgan, Citibank and Barclays — of his 25 bankers as "constructive and productive".

The albatross round the neck

of WPP is its heavy debt burden incurred through big acquisitions made in the 1980s. At the end of 1990, WPP became concerned that it was likely to breach covenants on its medium-term loans. It renegotiated its borrowings, putting in place a new medium-term facility of \$400m, to be repaid or refinanced by June 1993. In addition, a \$604.5m term loan is to be repaid in semi-annual instalments over four years from June 1993.

It has not drawn fully on those facilities but its debt still averaged \$472.2m last year against \$429m in 1990. It ended 1991 at \$533m against \$271m at December 1990.

According to one analyst, without the release of some \$17.5m of exceptional items to boost 1991's pre-tax profits to \$56.1m, WPP would have breached its banking covenants.

Even if Mr Sorrell manages to raise as much as \$200m from the re-organisations he has in mind, that will probably not be enough; "even with disposals, no way are they going to meet their banking covenants" is the view of one analyst.

Another analyst, Mr Richard Dale of Smith New Court, said that 1991's performance "was worse than expected; in the current year we expect revenues to be at best flat, and pre-tax profits to be about around \$40m, giving interest

rate cover of 1.8 times, below that required by banks. It is therefore not surprising that they are now talking to the banks again."

Moreover, it is increasingly unlikely that WPP will be able to meet its debt repayment obligations for 1993.

One solution — which Mr Sorrell continues to disparage — might be the sale of one of his two world-leading international advertising agency networks.

But even without Mr Sorrell's well-known opposition to such a notion, with the slump in advertising the price that could be obtained for either would hardly match the sort of figures Mr Sorrell paid for the \$55m for JWT in 1987 and \$84m for O&M in 1989.

Mr Sorrell therefore needs to maintain a productive relationship with his bankers.

The view of another analyst is that "it is not in the banks' interest to put WPP into receivership", since the core value of the group's business is in people and property, neither of which can be easily valued, least of all given 1991's 3 per cent collapse (in real terms) in international advertising revenue and a property slump.

Not for the first time, bankers may find themselves over a barrel with little choice but to come to the aid of an ailing company, in the hope that it will all come right.

## BTR disposals and Hawker Canada stake may be sold

By Maggie Urry in London and Bernard Simon in Toronto

**BTR**, the industrial conglomerate, has sold two businesses acquired through recent takeovers for £33.1m.

It also said it was considering the sale of its majority stake in Hawker Siddeley Canada, valued at about £422m (£107m).

The group acquired Hawker Siddeley last November for £133.6m and said yesterday it was conducting a review of its interest in the Canadian subsidiary. BTR holds 59 per cent of HSC's common stock and 42 per cent of its preferred shares. BTR shares rose 2p to 40p.

HSC has diverse manufacturing interests, including aircraft engine components, steel castings, and mining and forestry equipment. It also repairs jet engines and leases railway wagons. Profits fell last year from £23.7m to £21.3m, largely as a result of problems in British coal-mining and Canadian forestry industries.

Bowater, the packaging and industrial films group, is buying the printing division of Rockware, which BTR bought last September in a £19.7m cash bid, for £15.3m. Bowater

recently launched a £23.5m rights issue and announced two acquisitions of packaging groups for £44m.

Mr David Lyon, chief executive of Bowater, said that the purchase of Rockware Printing had been under discussion even before BTR's bid. The deal would roughly double Bowater's market share in the bespoke business forms market to about 10 per cent. There could be some rationalisation of this business, he said.

Rockware Printing's turnover in 1991 was £23m. Its profits and assets were not disclosed, but Mr Lyon said he thought Bowater was paying a fair price. The purchase is for cash and Mr Lyon said it would increase Bowater's gearing from 35 per cent to 38 per cent, after taking account of the rights issue and the other acquisitions. Bowater shares rose 1p to 77p.

The other disposal BTR announced was of a 24 per cent stake in Bunnings, a quoted Australian timber products group, for A\$40.3m (£17.8m). The stake has been sold to Westfarmers, of Perth, Western Australia.

## Reinsurance underpins JIB

By Richard Lapper

**A STRONG** performance in the international reinsurance sector underpinned profit growth at JIB Group, the insurance broker floated in November by Jardine Matheson, the Hong Kong-based trading company.

JIB, the latest of a series of medium-sized brokers to obtain a stock market listing, reported a 33 per cent rise, from £15.1m to £20.1m, in pre-tax profits for the year to December 31, 1991.

The figures were flattered by a contribution of £2.6m from interest earned on a capital injection made by Jardine Matheson last June, but underlying profits increased by 18 per cent with earnings per share up to 13.6p (12p).

The company declared a dividend of 5p.

However, the performance failed to stir much enthusiasm among investors. JIB's share price fell back to 18.7p, 3p down on the day and 8p down on the 15p paid for shares at the IIC listing.

Approximately one third of

the company's shares were placed in an offer which was subscribed three times.

The company's reinsurance division increased its contribution to profits from £8.77m to £10.7m against an improvement in turnover to £22.5m (£20m).

Growth in France, Australia and Asia, where reinsurance operations have begun recently, was the main reason.

Mr John Barton, chief executive, said that in London JIB's avoiding involvement in recession or spiral business had held the company in good stead following problems in that part of the market this year.

JIB's US retail division, which generates 48 per cent of revenues, was held back by continuing softness in US insurance rates. Profits contributed fell from £3.9m to £2.11m.

JIB completed a review of its US operations during the year and opted to close 25 offices.

## DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corres - pending dividend	Total for year	Total last year
Alliance Trust	£28	Apr 27	27	43	40
Antofagasta	£13	Jun 8	13	19	19
BPP	£4.51	May 14	4	6.9	6.3
Christies Int'l	£1	May 20	6	8.3	8.3
Delta	£9.8	June 1	9.8	14	14
Fisher (James)	£3.5	May 15	3.5	5.5	5.5
IMI	£5.8	May 18	5.8	10	10
ISA Int'l	£0.951	May 31	0.974	1.255	1.286
JIB	5	May 2	5	5.5	5.5
MAI	1.4	May 2	1.4	5.5	5.5
Mayborn S	£2.8	May 29	2.5	4.2	3.8
Metralax	£2.9	May 29	2.68*	3.9	3.49*
Rugby	£3.6	May 15	3.6	6.45	6.45
Sutor	£5.94*	June 22	5.6	8.8	8.8
Tele-Euro Fund	£22.5*	—	22.5	—	—
Wilson Bowden	£5.27	May 26	5.5	8.7	8.3

Dividends shown pence per share net except where otherwise stated.  
\*Equivalent after allowing for scrip issue. \*\*Capital increased by rights and/or acquisition issues. SUSD stock. \*Scrip option. \*US cents.

## FINANCIAL HARMONY



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\*Fortune Magazine, August 1991.



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## COMMODITIES AND AGRICULTURE

## Gold market in confusion as price sets 5 3/4-year low

By Kenneth Gooding, Mining Correspondent

CONFUSION REIGNED in the gold market yesterday as the price in London dropped at one stage to \$341 a troy ounce, the lowest since June 1986. It closed at \$342.10, down \$3.80 from Friday's close.

On the New York Commodity Exchange the most-active April contract crashed through all remaining technical barriers to \$342.10 an ounce and at midday seemed set to test new lows.

Some analysts said there was now nothing to stop spot gold falling below \$300. One recalled that the last time that happened, in 1985, the price took a year to climb back to \$340.

Dealers said yesterday's selling started at the remaining "fix" in London and came from several quarters. Some suggested selling seemed to be related to a specific deal or deals somewhere in the market's shadowy background.

### Sugar prices forecast to remain in narrow range

By David Blackwell

WORLD SUGAR prices are set to remain locked in the "desperately narrow" 1.5 cents a lb trading range of the last 12 months, according to the latest sugar report from E.D. & F. Man, the London trade house.

The resistance to movement in spite of a volatile trading environment is due to fear of uncertainty at a time of revolutionary change in the eastern European and Cuban markets, Man suggests. It also coincides with "an unprecedented convergence of views about the overall supply and demand bal-

ance".

While uncertainty surrounds crop prospects in both Cuba, the biggest exporter, and the CIS, the biggest importer, the convergence can be explained by favourable growing conditions in many exporting countries. Output in Brazil, Thailand and India in the year to the end of last month has exceeded the previous year by 24, 30 and 8 per cent respectively. "The full impact of these potentially bumper crops has not as yet been felt on the market," says Man.

### EC wants tougher fishing punishments

By Andrew Hill in Brussels

EUROPEAN COMMUNITY member states are hampering the community's fisheries inspectors and limiting their efficiency with bureaucratic rules, according to the European Commission.

In a report published yesterday on surveillance of the EC's common fisheries policy, the commission called for the powers of EC inspectors to be strengthened and punishments for overfishing and other breaches of the CFP to be tougher.

"Surveillance is supposed to happen on a co-operative basis, but in practice the [community] inspectors are seen as intruders," said a commission official yesterday.

The commission will produce formal legislation to improve CFP surveillance later this year, and will also propose minimum community sanctions for fishing vessels which break EC rules.

Brussels believes improved surveillance and control of fishing are essential if planned reforms of the CFP are to be successful.

The report itself does not single out individual countries for criticism but the problems are thought to be worst in the North Sea where stocks are at their lowest.

Commission officials say they do not want to interfere with surveillance which can best be carried out at national

### Strike hits Peruvian copper mine

By Sally Bowen in Lima

TWENTY MONTHS of labour peace at Southern Peru Copper Corporation, producer of two-thirds of all of Peru's copper, came to an end yesterday when blue-collar workers from all four company unions and white collar workers at the Cuajone mine went on strike.

The smelter at Ilo, which produced a record 330,117 short tons (2,000 lb each) of blister last year, was still functioning, according to the SPCC. About 40 per cent of operators had turned up for work as normal. A senior company official commented: "We are continuing production at near normal levels. We have contingency plans for this sort of situation."

Surprise was expressed in the local mining sector over the SPCC strike scheduled to last 48 hours. SPCC workers are among the best paid in Peru's mining industry. A "labour peace" pact for 1992 is still under discussion by the striking unions.

The motive for the strike - a technicality for calculating wage rates - "seems inexplicably trivial," said one mining industry source in Lima. "This looks more political than anything else."

SPCC recently announced investment plans totalling \$300m over the next five years. The US-owned company is to build electro-winning plants at both its huge open-cast mines of Cuajone and Toquepala, and a partial capture acid plant for the Ilo smelter.

● Metal workers blocked traffic and disrupted rail services here to protest at the threatened closure of the 80,000-tonne capacity lead works of Sociedad Minera y Metalurgica de Penarroya Espana, a wholly-owned unit of Franco-German multinational Metalurum. Reports Reuter from Cartagena.

level, but the commission does want national authorities to improve the transparency of their own administrative procedures.

According to officials, member states' attitude to EC surveillance has improved significantly in recent years as the need for changes in traditional fishing policy has become obvious.

But surveillance has not kept pace with technological developments in the practice of fishing. A comprehensive community register of fishing vessels was only set up last year, and the commission would like to improve the monitoring of fishing fleets by computer and satellite.

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### Assured EC access urged for banana producers

By David Dodwell, World Trade Editor

BANANA EXPORTERS in small African, Caribbean and Pacific (ACP) countries should be assured a minimum quota in the European market and tariff protection against cheaper, large-scale producers, says a report published yesterday by a coalition of lobbyists for the developing world.

In addition, tariffs levied on large-scale producers should be earmarked to fund a system of price support for ACP suppliers, along with assistance on diversification, the International Coalition for Development Action said in its report.

The European Community should monitor the cartel activities of the three multinationals that dominate banana production among large-scale producers.

The report comes in the wake of fresh British government assurances that treaty promises made to Caribbean banana exporters will be honoured when the European Commission decides next week how to create a single market in bananas.

Mr John Gummer, the UK farm minister, assured the House of Commons in a parliamentary answer last Friday that Britain intended to stand by its obligations under the Lomé convention (a trade agreement with developing former European colonies), and

would support any EC decision that conformed with these commitments.

The "Eurobanana" has generated immense controversy, since the creation of the single market makes it possible for "dollar banana" producers, mainly in central America, to undercut traditional suppliers. These are mainly former French and British colonies, and the Windward Islands supply 18 per cent of the market, while former French colonies and small EC producers like the Canary Islands supply a further 26 per cent. Dollar bananas account for the remaining 56 per cent.

Dispute inside the EC arises from rules being set by the General Agreement on Tariffs and Trade, which would be subject to import tariffs. These would then be reduced during the next six years.

The community has not set a tariff for the so-called "dollar bananas". Instead, it limits their entry by means of quotas.

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## LONDON STOCK EXCHANGE

## Shares unable to sustain early rally

By Terry Byland, UK Stock Market Editor

THE UK stock market tried hard to rally yesterday after the weekend round of public opinion polls proved less negative towards the Conservative government than Friday afternoon's rumours had suggested. But lack of genuine investment interest left share prices again vulnerable to developments in stock index futures, and the FT-SE shied a further five points in its fourth downward session since Budget Day.

International factors were largely brushed aside by London traders, whose attention is now fixed on the UK general election to be held early next month. The stock market, which now fears a "hung" parliament, made little immediate response yesterday to the first reports of the shadow Budget from the Labour opposition

much encouragement to any lingering base rate optimism.

The stock market this week faces important economic data on the UK economy which could have significant impact on the voting intentions of the UK electorate. These will in turn be scrutinised by the opinion pollsters.

Publication of important opinion polls is expected today and tomorrow while on Thursday, two opinion poll results will coincide with the latest UK unemployment statistics, to be followed on Friday by the retail price index (rpi) for February. A satisfactory rpi number could offer the final opportunity for a pre-election base rate cut.

Share prices opened higher on relief that the opinion polls had proved less alarming than feared on Friday, but the early gain of 8.9 on the Footsie was quickly reversed when the futures market opened. The March contract moved to a discount, reflecting the fading of base rate hopes.

While most marketmaking firms kept trading books level ahead of the Budget, some erred on the bullish tack and have suffered losses as they have tried to re-position themselves through the stock index futures.

Share prices opened higher on relief that the opinion polls had proved less alarming than feared on Friday, but the early gain of 8.9 on the Footsie was quickly reversed when the futures market opened. The March contract moved to a discount, reflecting the fading of base rate hopes.

Against this backdrop, the investment institutions were inclined to stay on the side.

ever, that figure was boosted by a £17m exceptional item, a release of provisions.

A number of securities houses were last night adjusting profit forecasts for the company. BZW, already at the bottom of the analysts' range, cut back its 1992 estimate by a further £2m to 247p after talking to the company. James Capel lowered its estimate by £15m to 242p, with the agency broking that "they were terrible figures and it is really not looking good for this year".

Fears that events in the Gulf might take a turn for the worse, and even culminate in military action against Iraqi weapons installations, attracted a burst of domestic and overseas buying of oil shares.

Dealers said there was evidence of further big switching activity between BP and Shell, as well as between Shell and Royal Dutch.

The switching business, out of BP and into Shell, still left BZW 3% ahead at 266p on 7.5m, while Shell settled 4p better at 450p on 2.5m.

A note published by BZW was said to have been responsible for boosting Enterprise Oil, which settled 9 pence at 371p. The BZW oil team, comparing Enterprise with Lasmo, said Lasmo's acquisition of Ultrafran had placed it alongside Enterprise and Oryx with reserves in the region of 1bn oil equivalents.

BZW said the acquisition has created severe short-term problems and rated Lasmo shares a sell. But BZW is bullish on Enterprise, saying: "The company's potential for dividend growth makes it a buy." BZW said it saw fair value for Enterprise as 450p to 500p a share and fair value for Lasmo as 150p to 180p.

The utilities areas of the

market showed further signs of extreme nervousness, in spite of the more reassuring opinion polls that appeared over the weekend. In the electricity stocks, Eastern declined 6 to 241p and East Midlands 7 to 241p, while the Electricity Package lost 38 to 260p.

Northern based brewer Scott & Newcastle slipped 13 to 445p on news that the Department of Trade and Industry has cleared its deal to take over wholesale distribution of Whitbread products to free houses in Scotland. S & N will acquire 215 accounts in Scotland, taking on loans to buy up to 100. Whitbread "A" gained 4 to 249p.

Allied-Lyons put on 4 to 452, awaiting the Monopolies and Mergers Commission ruling on its planned brewing venture with Carlsberg. Bass rose 3 to 52p on hopes of an improvement by its Holiday Inn subsidiary.

Guinness continued to suffer from profit-taking ahead of Thursday's figures, which are expected to produce 1991 profits slightly above £1bn. The shares lost 8 to 559p.

Lack of further developments involving the possible take-over of Dalepak knocked 5 off the shares to 375p, while lines of stock on offer pushed Associated British Foods down 5 to 415p. United Biscuits firms a penny to 408p as Smith New Court described the share as a safe, rather than dynamic, investment longer term.

Positive market comments boosted Tesco, ahead of the company's results expected early next month. In heavy turnover of 5.3m, the shares rose 4 to 247p. J. Sainsbury was also active but slipped 4 to 376p on turnover of 3.3m after mixed reaction from a series of meetings with brokers that

resulted in several analysts downgrading their forecasts.

Political worries and disappointment with last week's Budget weighed on some leading stores, with Dixons falling 6 to 215p. On the other hand, nervousness about the implications of a DIY price war appeared to fade. Kingfisher lost only a penny to 483p and W.H. Smith "A" to 456p.

Loyd's Chemists was a firm spot, climbing 3 to 343p on hopes of a successful acquisition of Macarthy, to reinforce the company's earnings potential following recent well received interim figures.

Interest in the property sector on Friday proved short-lived as investors steered clear of the shares, sentiment being affected by declining hopes of a cut in domestic interest rates. However, MPEC continued to benefit from Friday's buy recommendation from Smith New Court, edging up to 332p.

Sloane Estates, which stood at 240p two months ago, may have found a floor after its recent dramatic decline, the shares improving 2 to 175p.

Hotels group Forte's recent run good held out in the wake of broker IBS Phillips & Drew turning a buyer of the shares on Friday. The stock gained 3 to 232p in volume of 1.4m.

With under a month to the opening of its Paris theme park, Euro Disney was again the subject of profit-taking after its recent surge which followed news that it is to join the CAC 40 index in Paris. The shares revalued 17 to 1638p.

There was further weakness in Thorn-EMI, which lost 6 to 762p in thin trading. Some in

the market believe that the initial positive reception for its Virgin Music purchase has now receded in the knowledge that the benefits to the group will be strictly long term.

Speciality chemicals group MTC was erratic as more news emerged from the company. However, early selling was seen as overdone and the stock shot up to end 14 higher on the day at 84p.

Laporte shed 12 to 579p ahead of Solvay's placing of 9 per cent of Laporte's shares and on recent negative comments from analysts. Solvay is placing the shares to finance the disposal of Interox, the Belgian group's joint venture with Laporte, and will cancel 16 per cent of Laporte's shares as part of the deal.

Medeva, which said it was buying the rights to two hepatitis B products from Epitac and GA Investments for \$24m, put on 9 to 278p.

Engineering group Renold jumped 9% to 557p after announcing that TI Group, the industrial holding company, had acquired a 2.8 per cent stake.

Auction house Christies International was down 12 at 115p after announcing a dividend cut with its 1991 results.

**MARKET REPORTERS:** Colin Millham, Peter John, Steve Thompson, Christopher Price.

**■ Other market statistics, including the FT-Accrued Share Indices and London Traded Options, Page 26.**

Account Dueing Dates			
First Dueing	Mar 9	Mar 23	Apr 6
Option Dueing	Mar 10	Apr 2	Apr 26
Last Dueing	Mar 20	Apr 3	Apr 26
Next Dueing	Mar 20	Apr 13	May 5
...Next Dueing may take place from 30-31 on two business days earlier.			

part.

The fall of 618 points is expected in the Nikkei Average, bringing the Japanese stock market to a five year low, made little immediate impact in London, although some optimists suggested that increased pressure for a cut in Japanese discount rate might enhance the chances of a reduction in UK base rates before election day.

International factors were largely brushed aside by London traders, whose attention is now fixed on the UK general election to be held early next month. The stock market, which now fears a "hung" parliament, made little immediate response yesterday to the first reports of the shadow Budget from the Labour opposition

## Nervous day for Glaxo

TRADING in Glaxo was nervous, with early strength eroded by expectations of further developments ahead of a briefing by French government health officials. The officials were concerned with the pre-launch promotion in France of Glaxo's migraine drug, Imigran, seen as a potential blockbuster, but yet to gain approval there.

It had been feared that the French officials might make an announcement on Glaxo's drug pricing policies. Two weeks ago, the UK pharmaceuticals group was challenged over its European drug pricing strategy by the Danish Office of Fair Trading which made a complaint to the European Commission.

Observers said the combination of an EC inquiry and a government complaint against a drug still in such early stages of a launch was unheard of. The shares were off 9 at 9 at one stage and closed a net 3 down at 78p.

**Lonrho down again**

Reports that Lonrho, the international conglomerate, has attracted institutional criticism of its management methods, together with confirmation that the group's stockbroker, UBS Phillips & Drew, has reduced its current-year profits forecast, triggered yet another slide in the shares. Dealers said the market was worried that Lonrho might lose its place in the FT-SE 100 share index. At the close of business yesterday, the stock had dropped another 10 to 85p, the lowest level since 1985.

Last week Lonrho stock ran into heavy selling as markets reacted to news that Moody's, the US debt rating agency, had lowered its credit rating on \$500m-worth of Lonrho Eurobonds.

Moody's rating shift accompanied hints of the IBS downgrading and suggestions of bearish comments from other broking houses.

## Setback for WPP

Advertising group WPP dropped 15 to 80p after reporting a sharp fall in profits and stating that it was continuing to talk with its banks about refinancing. Analysts had forecast profits of \$450m to \$500m and WPP managed \$366.1m. How-

ever, that figure was boosted by a £17m exceptional item, a release of provisions.

A number of securities houses were last night adjusting profit forecasts for the company. BZW, already at the bottom of the analysts' range, cut back its 1992 estimate by a further £2m to 247p after talking to the company. James Capel lowered its estimate by £15m to 242p, with the agency broking that "they were terrible figures and it is really not looking good for this year".

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Standard Life Tst Mgmt Ltd (04299)	1000-24777	100.00	—	100.00	—	Henderson Unit Trust Management Ltd	1000-24778	100.00	—	100.00	—	Alfred Sopher Assurance Plc (Contd.)	1000-24779	100.00	—	100.00	—	Citibank Life	1000-24780	100.00	—
3 George St, Edinburgh	E22 292	—	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24781	100.00	—	100.00	—	Henderson Administration	1000-24782	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24783	100.00	—	100.00	—	Henderson Admin Ltd	1000-24784	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24785	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24786	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24787	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24788	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24789	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24789	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24790	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24790	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24791	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24791	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24792	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24792	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24793	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24793	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24794	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24794	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24795	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24795	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24796	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24796	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24797	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24797	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24798	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24798	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24799	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24799	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24800	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24800	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24801	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24801	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24802	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24802	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24803	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24803	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24804	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24804	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24805	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24805	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24806	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24806	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24807	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24807	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24808	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24808	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24809	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24809	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24810	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24810	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24811	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24811	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24812	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24812	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24813	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24813	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24814	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24814	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24815	100.00	—	100.00	—	Henderson Asst Co Ltd	1000-24815	100.00	—
UK Equity Cst Acc	100.00	100.00	—	100.00	—	100.00	—	100.00	—	100.00	—	Guarantees Ltd	1000-24816	100.00	—	100.00	—	Henderson Asst Co Ltd			

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Electronics





# Information Technology in Europe

## SECTION III

Tuesday March 17 1992

**Europe's expansion as an increasingly unified trading area is fueling hectic competition among information systems suppliers. At issue is how much of this market will be served by local industries and how much by the US and Japan, writes Michiyo Nakamoto**

## The barriers are falling

THE European information technology industry is looking forward to a number of benefits from the creation of a single European market. It assumes that:

- The market will spur demand for information and communication systems capable of spanning national borders as barriers fall and businesses take advantage of the enlarged market.
- Corporations will rely more on information systems to disseminate information across the wider business networks.
- Financial institutions will boost their IT capability to provide pan-European banking and other financial services.
- Demand for mobile telephones will surge as travel throughout the EC increases and as users become able to communicate with the same mobile handset from anywhere in the Community.
- Manufacturers will be encouraged to adopt computer-integrated manufacturing, computer-assisted design and other systems as competition in many sectors intensifies.

This at least, is the rosy picture being painted by the IT industry. It has lured the world's leading IT manufacturers from the fast-moving com-

puter groups of the US to the large, integrated electronics group of Japan, to set up bases within the EC.

Europe will be the largest market in the world and for big manufacturers have been making huge investments to take advantage of the opportunities on offer.

European manufacturers, for their part, are struggling to regain the initiative in the marketplace. Fearing of losing their growing home market to outside competition.

As the foreign presence within their borders has come to be felt even more strongly than before, European electronics and computer manufacturers have been forced to accelerate moves to turn ailing businesses round.

They are being forced to question the narrow insularity that has made it difficult for companies from one European country to collaborate closely with those from another and to examine the barriers of custom and practice that have made it virtually impossible for a whole range of information technology products to find a Europe-wide market with the economies of scale that implies.

Siemens, of Germany a powerhouse of the European



electronics industry, is the owner of Nixdorf through the joint venture Siemens-Nixdorf Information Systems, but has an alliance in mainframes and supercomputers with Fujitsu of Japan. It has recently sold its share in Compaq, which distributed Hitachi mainframes and other computing equipment in Europe, to its co-owner BASF.

Olivetti of Italy has yet to seal a wide-ranging alliance with either a US or Japanese supplier, but it works closely with the major technology suppliers including Intel and Microsoft and supplies Digital Equipment of the US with personal computers.

Joint R&D efforts under pan-

European programmes such as Esprit and Eureka continue under the umbrella of the EC's "framework" programmes, which receive a budget covering five years work from the Commission. The latest framework programme was agreed last month with a Community budget that will be worth Ecu86bn annually.

Meanwhile, the European Commission itself has had to balance the demands of the interventionists and its commitment to the rules of competition and free trade.

The situation has, at times, resulted in an uneasy compromise. Pressure from manufacturers and concern about building a European capability in high definition television (HDTV), for example, led the Commission to set up a standard and agenda for HDTV that aims to further the European industrial cause.

As a result, the European HDTV programme has been delayed unnecessarily and the Commission's goal of nurturing indigenous industry could prove to be at the expense of the consumer.

In the end, with or without intervention, "the market itself will determine success or failure," a point recognised by Dr Joan Majó Cruzate, adviser at the Commission.

It is in the enlarged European marketplace that IT manufacturers will have to face most directly their overseas competitors, many of whom react with frank scepticism to continued talk in Europe about investment aid from the Community and national subsidies.

"Subsidies and government support are not what make winners," says a US semiconductor group.

How fast the single market in information and communication is realised will depend largely on the willingness of the individual governments to implement the necessary changes. There are still substantial obstacles to be overcome before the full benefits of integration can be enjoyed.

As competition in the European IT industry intensifies over the next few years it could yet trigger renewed cries for protection from the region's beleaguered manufacturers. That, in turn, could delay the benefits to the Community.

## IN THIS SURVEY



Jacques Stern, visionary of Europe's electronics industry

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## FRANCE TELECOM BRINGS THE WORLD CLOSER

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## INFORMATION TECHNOLOGY IN EUROPE 2



Former Groupe Bull chairman Jacques Stern: predicting the developments is easier than saying when they will happen

Alan Cane talks to a fervent believer in Europe's potential

**'We can still catch them'**

JACQUES STERN, former chairman of Groupe Bull and doyen of French computer industry executives, embodies the hopes, ambitions and contradictions of the European information technology industry.

He believes passionately that Europe can, despite its current weakness in data processing markets, catch up with the US and Japan if it puts the right technology policies in place. He remains steadfastly optimistic about Europe's potential despite years of failing to cajole its major firms to work together.

And he is sharply critical of initiatives that spend public money on programmes that he believes are destined to fail.

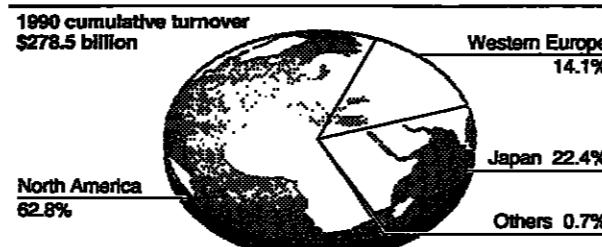
He is concerned, for example, about Esprit, the European Commission driven programme in precompetitive research designed to give European companies experience in working together.

He explains that when Viscount Etienne Davignon, EC vice president from 1977 to 1984, initiated the community's R&D framework for IT, he saw Esprit as the first step towards a European industrial policy for IT.

Davignon had failed to persuade the leading electronics companies to work together on product planning, production or marketing. Still fiercely independent, they were afraid of letting rivals in on their commercial secrets. So Esprit was launched as a pre-competitive vehicle in the hope that working together in research might inspire collaboration closer to the market.

That hope was never fully realised and, with time, the gulf between research and the market has widened.

At that time Davignon was Commissioner for both research and industry. Today, research and industry report to two different Commissioners. 'Esprit is not at fault, neither are the people managing the programme, who are doing a good job in Brussels. But governments can question spending large amounts of money from one precompetitive program to another if there is no

**Geographic origin of the 100 leading players**

Source: Data

industrial application. The final goal of Esprit must be to bring in cooperation innovative and competitive products to the markets that serve real needs.'

The second phase of the Esprit programme, finishing this year, represents a Community investment of more than Ecu3.2bn.

Mr Stern now heads the Advanced Computer Research Institute, a small research organisation based in Paris.

He is unwilling to talk about his research fearing the moment is not right to reveal progress, but he is known to have an abiding fascination with the development of supercomputers, which he likens to the creation of a Formula One racing car.

The emphasis, he points out, is on doing everything faster. Just as competition improves the breed, so techniques developed for supercomputing eventually filter down to more mundane levels of computing.

'If you are not active in this market, you lose these skills.'

Supercomputing is also a market controlled by US and Japanese companies. By the turn of the century, Mr Stern worries, there will be more supercomputers in Japan than in the US, with Europe trailing hopelessly if nothing is done.

Supercomputers will soon be used for many commercial tasks including the design of automobiles and aeroplanes and buildings where their ability to 'visualise' structures and forces in three dimensions can improve quality and shorten design cycles.

Much of Mr Stern's advocacy these days turns around the idea of conserving Europe's information technology skills for the future

success in R&D. First, considerable expertise in the design and fabrication of microprocessors. Second, experience in the kind of complex software - optimising compilers - which makes the best use of the advantages of the R&D chip. Third, volume sales to give economies of scale.

Mr Stern suggests that short term alliances with the US manufacturers of R&D could give European suppliers a breathing space to devise ways to collaborate on the development of indigenous R&D processors.

But with Europe's semiconductor manufacturers in disarray and trailing behind the US and Japanese producers, has not Europe missed the bus on chip manufacturer? Mr Stern is unambiguous: 'You cannot drive innovation if you do not control the hardware.'

European electronics may be sickly, but it has hidden strengths, he argues. There is, for example, software engineering, an area where European companies are equal to any in the world.

Software engineering involves the development of methodologies, technologies and software which make it simpler to write computer programs. Software productivity has become a key issue in business with products notoriously overrunning on time and budget.

Software engineering, which essentially aims to turn program production from art to engineering discipline, has a key role to play in improving matters.

Mr Stern's prescription to return Europe to health involves a strong lead from Brussels with the full support of the national governments of the community.

It would strengthen Europe's indigenous players through alliances with companies overseas while seeking ways to help small, innovative companies.

It is some years since Mr Stern has publicly set out his ideas on the rejuvenation of the European industry, but time has dulled neither the urgency nor the content of the message.

The Court of Auditors' report recommended diverting more funds into the practical application of research and reorganising the manner in which research findings are disseminated. Supporters of the EC strategy, however, claim that although EC funding for European collaborative research is tiny compared with many national or even some corporate R&D budgets, it has encouraged the European IT industry to increase its R&D spending significantly.

Nevertheless, the performance of the Europe's indigenous IT and electronics industries has shown little improvement. Europe's IT trade deficit has continued to deteriorate in the past decade, most of the region's large computer and semiconductor companies are losing money, their share of the global IT market is disproportionately small and falling, and despite higher R&D spending there are still very few developing product markets in which European electronics companies can claim to be world leaders.

Europe's large semiconductor companies, Philips of Holland, Siemens of Germany, and the French/Italian SGS Thomson, produce only about 10 per cent of the world's output of chips and are dwarfed by their US and Japanese rivals. All three continue to be heavily subsidised in their efforts to catch up in chip technology and Siemens has now turned to IBM as a partner to develop 64Mb DRams, the next generation of memory chips.

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Paul Taylor investigates why the trade gap is widening

**Strategies which yield inadequate results**

EUROPE'S semiconductor manufacturers have been forced to play a desperate game of catch-up with their Japanese and US rivals, computer makers are struggling for survival, and the consumer electronics groups have yet to show that they can translate big spending in the laboratory into timely commercial products.

These problems are not new. In November, 1988, the European Commission presented its first report on the state of science and technology in Europe and concluded that Europe was still gripped by technological dependency in key areas.

The report said that in spite of a dramatic increase in research and development spending in Europe, Japan and the US were well ahead in terms of the amount of R&D spending, the number of research scientists and engineers, and in successfully enticing the private sector to invest in R&D. It then identified three main targets for research, improving competitiveness, improving quality of life and concentrating on basic research.

In their attempts to revitalise Europe's flagging IT and electronics sectors Europe's policy makers have consistently emphasised R&D. In particular, they have encouraged IT companies to pool their R&D efforts, particularly in the area of 'pre-competitive' research.

This policy is set to continue with the EC planning to spend Ecu5.7bn between 1990 and 1994 to support research and development, 40 per cent of it

Brussels wants to concentrate joint research and development on fewer larger schemes

on collaborative research in IT. The Commission wants to channel this money into fewer, larger schemes, but complains that its spending is diffused because its member governments each insist on a share of the pie.

There is no doubt that companies have rushed to join EC subsidised research programmes such as Esprit and Race as well as pan-European programmes like Eureka which includes costly flagship projects such as the Joint European Submicron Silicon Initiative (Jesi) and the High Definition Television (HDTV) project.

But there is a continuing debate over whether the EC has got its R&D strategy right, not least because the results are at best inconclusive - and there seems to be much more research than development of commercial products and processes, something Europe has recently fallen down on. Last year, the European Court of

Practical commercial developments have not kept pace with the research efforts, say the EC auditors

Auditors joined the fray arguing that in spite of Ecu5.4bn spent on research between 1987 and 1991 only a small fraction of research work had resulted in concrete applications.

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ICL-Fujitsu unveils new office computer and workstations



UK estate agent studies property photos accessed from Paris by phone

panies are in financial trouble because of falling sales, increased competition, the high cost of research and development, and demands from larger customers for open systems which yield inherently lower gross margins than proprietary systems.

In Europe, the situation has been worsened by the plethora of small national markets, which has made economies of scale difficult to achieve, and a tendency to support 'national champions' which has hampered collaboration and co-operation.

The sale of a controlling stake in ICL in the UK to Japan's Fujitsu in 1990 effectively ended any hopes for a pan-European coalition which might have linked ICL with the other leading players - Siemens Nixdorf of Germany, Groupe Bull of France and Olivetti of Italy.

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unsuccessful use of public procurement to bolster national champion suppliers.

A similarly gloomy picture emerges in Europe's consumer electronics industry where competition has dramatically shortened product cycles. In order to compete, therefore, companies must get innovative products out of traditional R&D lab and into the marketplace fast. The need to address

Philips' progress is being monitored as a barometer of the whole European electronics industry

this and other pressing challenges, like responsiveness to customer demand, has now been recognised in some European boardrooms.

By 1992, according to some estimates, the European IT market will have risen from Ecu5.7bn in 1990 to Ecu10.5bn in 1994. The European IT market will have increased by 10 per cent a year, but the growth rate will be slower than the world market.

Philips has just announced it is to swing back into profit in 1993 following a record Ecu4.24bn loss sustained in 1990 which prompted an ambitious restructuring including the sale of non-core businesses, and the re-focusing of the company's technological strengths on new consumer products.

In order to maintain a foothold in the fiercely competitive global consumer electronics marketplace Philips has been investing heavily in the three emerging technologies of Digital Compact Cassette (DCC), High Definition Television (HDTV) and, in conjunction with Sony, Interactive Compact Discs (CD-I).

The Dutch group's performance is being carefully watched as a barometer of Europe's electronics industry.

As Mr Vittorio Caselli, Olivetti's managing director, said recently when referring to Europe's weakness in computer technology, the Commission should not spend money trying to catch up that Europe had already missed.

What is certain is that competition for indigenous European IT companies will intensify, and that US and Japanese companies will continue to be active in establishing plants in Europe.

If Europe's industrial strengths fail to halt the decline, the future of European IT and electronics may rest in these foreign owned plants.

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FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

## INFORMATION TECHNOLOGY IN EUROPE 3

The impending Single Market gives new urgency to standards harmonisation, writes Paul Taylor

## Square holes for square pegs

THE CONCEPT of Open Systems has won powerful proponents among users and suppliers over the past decade and has helped thrust standard setting for Information Technology out of obscurity and into the limelight.

Now the impending arrival of the Single European Market and accompanying moves to harmonise regulations and practices across Europe has given added impetus to standard setting in all fields, and led the European Commission to try to streamline and hasten the process.

This, coupled with the faster pace of technological change, is putting pressure on standard setters to anticipate developments and not just pick the best from the past: Mr Chris Cheetham, chief executive of DISC, the part of the British Standards Institution (BSI) responsible for Information Systems standards, says that "users are increasingly reluctant to use new technology if there are no suitable standards".

The idea behind Open Systems in information technology is deceptively simple:

In an Open Systems environment, IT hardware is built to a set of common standards so that equipment from one manufacturer can work with equipment from another, and software can be easily moved from one machine "platform" to another.

Today, there is little dispute, in Europe at least, that Open Systems standards lie at the heart of users' future ability to integrate and fully exploit information technology systems in every sector of commerce and industry - from cross-border mobile telephones to networked computers and database structures.

The pressure from IT users for Open Systems began in the early 1980s after General Motors told its suppliers to meet a protocol based on the Open Systems Interconnection (OSI) standard developed by the International Organisation for Standardisation (ISO).

European users and computer suppliers were also among the early advocates of Open Systems which they saw as a means to loosen IBM's grip on the mainframe equipment market and provide an alternative to IBM's Systems Network Architecture (SNA) which had become a *de facto* standard. Under pressure from users, IBM itself has now swung firmly behind Open Systems.

Tony Jeffree, a principal consultant with Santa Group Con-



Route planning for UK mail vans cuts delivery costs

sulting, sees Open Systems developments as the product of two relatively recent developments:

- the IT consumer's realisation that the availability of standards-based IT products can break the stranglehold once exerted over them by the fact that interconnection and interfacing techniques were incompatible between different manufacturers' equipment.

The availability of products based on Open Systems means that those responsible for setting standards have assumed great power.

As a result there has been a proliferation of user groups seeking to ensure their voices are heard and needs are met, and of supplier groups who try to influence those standards that concern them.

Predictably this proliferation has alarmed some of the older Open Systems groups who argue that it causes unnecessary duplication.

Rivalry also developed between groups supporting different versions of Unix, the software language which has become closely associated with Open Systems.

Competing versions of Unix are available from several suppliers including Unix International, which helped establish the Unix version from AT&T.

Nevertheless, implementa-

tion of the Open Systems concept has brought problems as well as solutions. Because Open Systems reduce computing equipment to a series of commodity products, price becomes a dominant factor in purchasing decisions and fierce price competition is one factor behind the recent sharp downturn in most major computer manufacturers' financial fortunes.

In Europe, the move towards Open Systems was given further impetus by the EC's decision in the mid 1980s that member governments' major public sector IT contracts should be based on Open Systems standards. This led to the development of the Government information systems profile (Gospip) in the UK, and equivalents elsewhere in Europe.

Profiles select from the options within a set of standards and ensure that IT suppliers make OSI products which are compatible with each other.

Since the public sector is a major IT purchaser, Gospip and the European Procurement Handbook for Open Systems, Epos, have become very influential in determining the implementation of standards. Indeed many industry observers argue that standards have become the single most important issue in European IT.

They suggest that the increasingly widespread adoption of Open Systems means that those responsible for setting standards have assumed great power.

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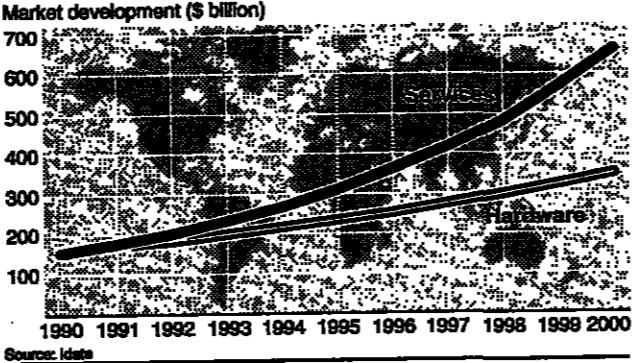
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Nevertheless, implementa-



A choice of systems: Chelsea Pensioners Frederick Smith and Richard Nichols keep their telephone lines uncrossed

### The world Information technology market



Source: IBSI

Unix System Laboratories (USL) in the market, and Open Software Foundation which developed a Unix version called OSF/1.

Arguably, rivalry between

as a result of pressure from X/Open which was set up by suppliers in an effort to bring together enough standards to cover all the basic functions of Open Systems under a common application environment (CAE).

The "Unix wars", as they have been called, may be close to resolution, but they have underlined the fact that standardisation itself is not without problems.

"A good standard must be widely acceptable both to the customer base and to equipment suppliers," says Tony Jeffree, who has direct experience with standards development in ISO and the Institution of Electrical and Electronic Engineers (IEEE).

"To achieve this the standard must address a wider set of requirements than is usual

in equivalent proprietary solutions. "This leads to inevitable conflicts and trade-offs between versatility and complexity, and occasionally to the worst of all solutions, which is

Present UK policy has cut Department of Industry support for standardisation to a very low level

complexity without versatility," he says.

He argues that a good standard must also have an eye to future requirements, sometimes resulting in the standardised product being less competitive in the short term. A good example of this effect is the current rise of TCP/IP, a

Although Open Systems standards are usually associated with the computer sector of information technology, the urgent need for widely accepted standards is apparent in many other IT and consumer electronics sectors. For example, it was the need to develop common European telecommunications standards which led to the formation of the European Telecommunications Standards Institute (ETSI) in 1988.

More recently the difficulties faced by the EC in defining a standard for high definition television (HDTV) have served as a timely reminder that in some areas of European standard setting national politics and industrial rivalry still play a major part.

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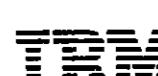
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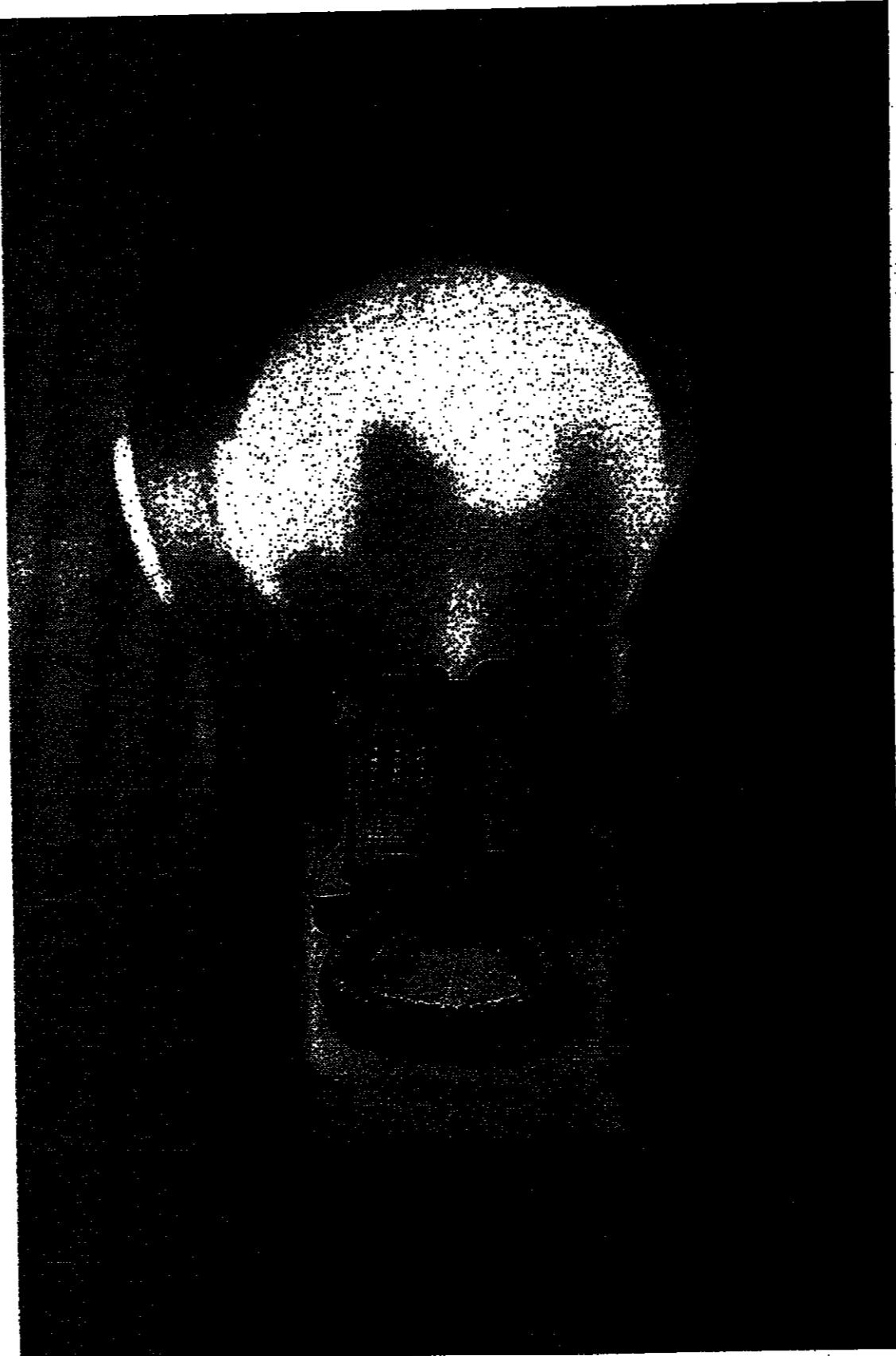
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## INFORMATION TECHNOLOGY IN EUROPE 5

Companies must join forces to ensure survival, writes Alan Cane

## An era of global alliances

THE past few years have witnessed a rash of alliances between information technology companies worldwide as they seek greater economies of scale, more effective methods of product distribution and better ways to defray the ever-increasing costs of research and development.

For European IT companies, such alliances are an essential element of their efforts to remain in contention with their US and Japanese rivals.

Most of the technological building blocks of the IT revolution are not of European origin. Personal computer microprocessor technology is the province of the US companies Intel and Motorola.

With the exception of Immos, a subsidiary of SGS-Thomson, no European company has developed a commercial reduced instruction set computing (risc) chip, the heart of high performance workstations. The Immos chip, the transputer, is now being considered by IBM for certain functions in the personal computers and workstations. Operating software is developed by US companies including Microsoft (MS/DOS; NT/Windows) and Apple.

European companies have been involved, however, in moves to create a standard operating system based on AT&T's Unix. Logica, the UK computing services company, was involved in the Santa Cruz Operation's version of Unix. Siemens of Germany and Groupe Bull of France are founder members of the Open Software Foundation, formed to develop open systems products and technologies.

European IT companies are small, insular and tied to their home markets. Global alliances offer them access to technologies and markets that would be otherwise expensive or unattainable. Siemens, for example, a company with excellent technological skills, is working with International Business Machines, to develop the next generation of high density semiconductor memory which will compress 64m bytes of storage on a single chip.

Olivetti has long maintained a close working relationship with Intel and with Microsoft which has enabled the Italian company to enter the market

### MAIN MERGER-ACQUISITIONS SINCE 1986

Date	Acquirer	Target Company
1986	Burroughs (US)	Sperry (US)
1987	Memorex (US)	Telex (US)
1988	Bull (France)	Honeywell Info. Systems (US)
1988	Prime (US)	ComputerVision (US)
1989	SMT-Group (France)	Normex (France)
1989	Hewlett-Packard (US)	Apollo (US)
	Mitsubishi (Japan)	Apricot (UK)
	Bull (France)	Zenith Data Systems (US)
	Siemens (Germany)	IN2 (France)
	Siemens (Germany)	Nordic (Germany)
1990	Fujitsu (Japan)	AT&T (US)
	DEC (US)	Philips microcircuit div. (Neth.)
	Fujitsu (Japan)	Nordic Data (Finland)

Source: IDATE

quickly, with, for example, advanced workstation technology. Now all serious computer companies understand the importance of maintaining an alliance with the key chip manufacturers, in order to keep the technological leading edge and to share research and development costs.

IBM, for example, has formed an alliance with Apple Computers and Motorola to develop new microchips, based on IBM designs, which could form the heart of the next generation of personal computer and workstations.

Groupe Bull has in the past two months signed a far-reaching technology agreement with IBM, part of which provides for the French company to take part in the joint chip development programme.

Bull will be much more than a customer for the new chips, according to Mr. Bob Dies, director general for products and systems at IBM Europe. It will be intimately involved in the design and will take much of the responsibility for developing a multi-user version of the chips, a technology known as "symmetric multiprocessing", in which Bull has profound expertise.

The most dramatic example in recent years of a global alliance involving a European information technology company has been the merger between ICL of the UK and Fujitsu, Japan's leading computer manufacturer.

The relationship between the two companies stretches back to 1981 when ICL, struggling to return to profitability, signed an agreement with the Japanese company, giving it access



ICL's Bonfield: halo effect

to technology which it could not afford to develop on its own.

Since then, a careful market focus and sound housekeeping have resulted in ICL remaining Europe's only consistently profitable computer manufacturer.

The takeover by Fujitsu of the Japanese company holds 80 per cent of ICL's stock - was nevertheless essential to maintain ICL with long term credibility in an increasingly hostile market place. The purchase of the computing interests of Nokta, Group of Finland, resources by ICL from its own resources, was further evidence of ICL's rising status.

The "halo effect" as Mr. Peter Bonfield, ICL chairman and chief executive, describes it, has become part of Fujitsu's worldwide family of wholly owned and partly owned companies which include Amada, the US frame manufacturer, Poget, a

## INFORMATION TECHNOLOGY IN EUROPE 6

US leaders slash costs to ride the slump, writes George Black

## The scalpels are out

THE leading US information technology companies, battered by an unprecedented slump in business over the past two years, have been forced to take drastic cost-cutting action.

Now most of them predict a modest recovery in profitability in 1992, after substantially reducing their workforces and other expenses in Europe and at home.

Most of the major hardware makers, including the Americans, have either plunged into loss or sustained sharply reduced profits. IBM made a loss of £124m in the UK last year and reduced its payroll by 2,600. Compaq fell into its first ever loss in the third quarter and laid off 200 at its Scottish factory.

Unisys incurred a loss through servicing its debts and cut its European staff by 14 per cent. All of the leading US companies have been forced to slim down, trying to save money on production and distribution while keeping their sales operations intact and protecting the major accounts.

Across Europe sales of most types of systems have fallen steeply, both because of the economic recession and because the market is now almost as saturated as in the US. Prices have been depressed by an excess of suppliers and the greater standardisation of products.

The US manufacturers which dominate the European market have been troubled by these problems as much as their European rivals. With most of them already making 30 per cent or more of their income in Europe, there is little chance of expanding their European business to make up for slow trading at home.

There is no reason to expect any rapid revival in the market.

The level of European demand is now mainly determined by Germany, which is still wrestling with the challenges of reunification.

Most European countries are beset by political uncertainties and many large IT users are waiting to see what happens before they make any further investments.

Suppliers expect little change in the first half of the year with revenue flat or only



Laptop computers being made at Compaq's Scottish plant, which shed 200 jobs last year

Top 10 US I.T. Companies in Western Europe (\$m fiscal 1990)

Company	REVENUE	Europe	World	Europe %
IBM	27,234	69,018	36.5	
Digital	5,242	12,942	40.5	
Hewlett-Packard	3,534	11,494	30.8	
Unisys	3,098	10,111	30.5	
NCR (AT&T)	2,212	6,285	35.2	
Compaq	1,807	3,598	50.2	
Apple	1,545	5,558	27.8	
Wang	799	2,461	32.5	
Amdata	756	2,158	35.0	
Sun Microsystems	678	2,466	27.4	

Source: IDC

and integration of systems should come from multi-national organisations, especially in the financial services sector.

The leading US hardware vendors believe that the Single Market should benefit them to some extent by removing a bias towards locally-based suppliers, particularly for public sector and utilities contracts.

Some feel that they have been unfairly discriminated against in the past, although that tendency has been less in recent years. Now the rules are clearer and most US vendors can meet the 50 per cent local content requirement laid down by the European Commission.

However, any significant improvement in trading conditions for American organisations in Europe will depend heavily on the outcome of the current round of GATT (General Agreement on Tariffs and Trade) talks.

Official rules are not the most important reason for the US companies increasing their operations in Europe. They believe their success here against indigenous suppliers is partly due to a policy of moving core research activities as well as manufacturing operations to Europe.

IT vendors now expect a second phase of growth to follow the lowering of the barriers, as cross-border competition in many industries is becoming more intense.

Mr Roger Wilson, Hewlett-Packard's European director of communications and public affairs, says the company has steadily built up its research

laboratories at Bristol and other European research activities in the past few years.

HP's laser printer components factory at Bergamo was set up in 1990 as part of an effort to boost European production.

Mr William Bird, NCR's assistant vice-president of product marketing for Europe, says it is simply better to develop locally for local markets. NCR has research and manufacturing sites at Dundee, Augsburg and Utrecht. The Dundee facility is more attuned to developing multi-currency banking systems than any US facility would be, Mr Bird argues.

The Single Market is also radically affecting the way IT suppliers do business. Many have been reorganising their distribution operations to take account of faster customs contracts.

Compaq and Unisys are both moving from a distribution centre in each country to a single European centre. Unisys believes it will be possible to ship a computer anywhere in the continent in three or four days.

Several of the leading US suppliers contend that their success in Europe derives from having a more European culture and structure than indigenous companies, which are centred in one country with outposts in the others. They argue that they should therefore be better able to cope with the change to a Single Market.

The top US players have adopted notably different strategies for strengthening their European presence. Whereas Digital has sought to grow by acquisition — the Klemke computer systems division of Mannesmann in 1990 and Philips' information systems division last year — IBM has so far opted for small minority stakes and a number of business partnerships.

IBM's recent 5-10 per cent stake in the ailing French government-controlled Bull company will help it enlarge its European customer base while at the same time cutting its development costs.

This agreement, and IBM's new relationship with Apple, are intended to address the fundamental problem of cost-cutting as the industry leader tries to adjust to the much more competitive market.

IBM now sits alongside Japan's NEC as a minority shareholder in Bull, a situation which illustrates how Europe has now become a battlefield on which the US and Japan struggle for supremacy.

Michiyo Nakamoto on the Japanese presence

## After the big rush

part by the world-wide recession.

Mr Tomoyuki Harada, manager of the public affairs office at the Electronics Industries Association of Japan, thinks that once the profitability of Japanese manufacturers based in Europe is raised further efforts can be channelled into increasing local content.

In this respect too, early

comers, particularly in the consumer electronics industry, have had a head start. Mr Eric Bean, a director of Panasonic Europe, says that the group already has quite sophisticated development groups at many of its European plants.

For example, Panasonic's television plant in Cardiff in the UK has well over 50 to 60 per cent local content while its vacuum cleaner plant in Spain has about 30 per cent local content.

The group has also cooperated with local component suppliers for some time and claims collaborative relationships with several suppliers in the UK.

Panasonic, however, is an exception and many Japanese companies still complain that local suppliers do not meet their quality requirements.

The situation presents an opportunity for Japanese component suppliers to follow their parent companies to Europe. Their moves are being watched with concern by the European authorities, who fear that if too many Japanese component suppliers come to Europe, indigenous suppliers could be severely hurt.

Japanese manufacturers themselves are concerned that the trend could unleash further competition within Europe.

Such concerns can only be alleviated if Japanese electronics manufacturers step up efforts to support local component suppliers through technology transfers.

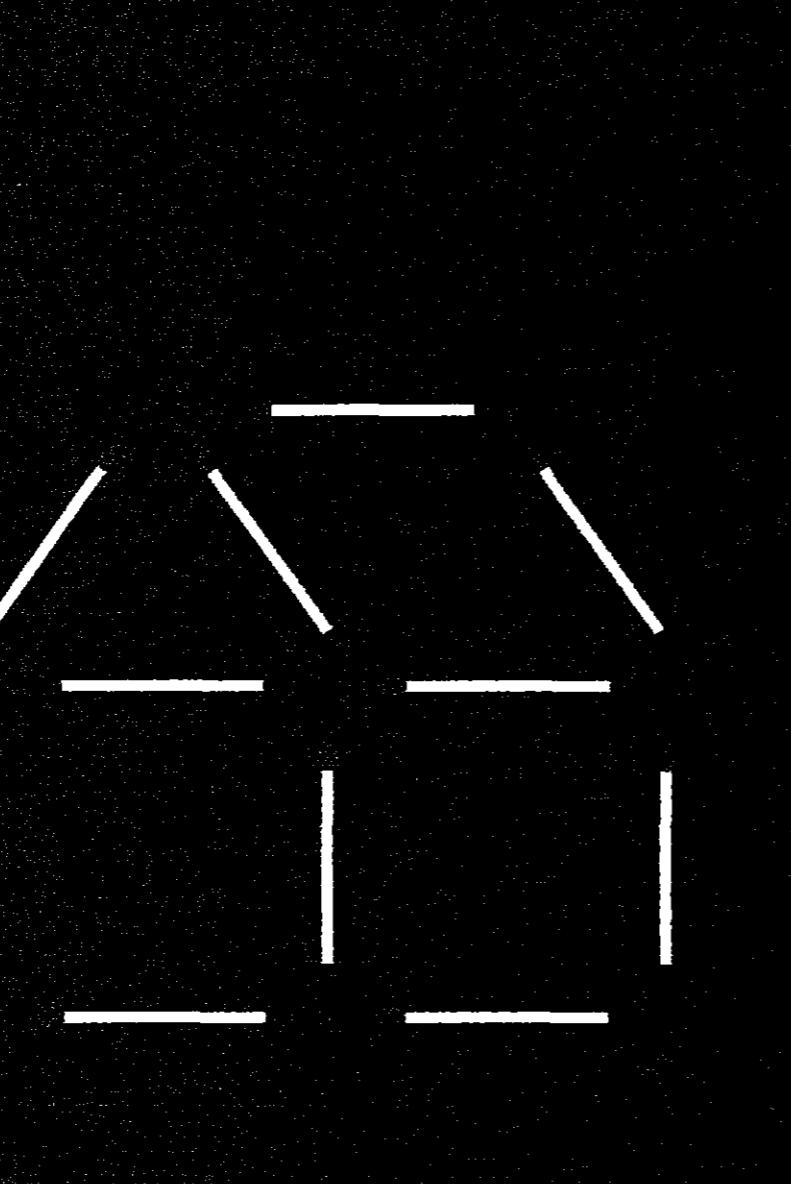
At the eighth Japan-EC Business Roundtable on Consumer Electronics in Tokyo last October, it was embarrassed to see it excluded from the Joint-European Submicron Silicon Initiative (Jesi).

The Japanese companies need to increase local content in Europe to transfer technology and base more of their R&D activities there. It is more widely recognised but these trends have been slowed in

Meanwhile, moves by Japanese companies to form relationships with academic institutions in Europe could also increase. These, too, have been slower to materialise than has been hoped but, says Panasonic's Mr Bean, "Japanese companies still need a lot of brain power".

There are areas, such as opto-electronics and voice recognition, where Japanese companies could learn a lot from academic institutions in Europe and the US.

Like other electronics groups, Japanese manufacturers are looking increasingly to communications systems, such as mobile telephones and office automation equipment, office computers and business systems as attractive growth areas in the years to come.



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## INFORMATION TECHNOLOGY IN EUROPE 7

Andrew Jack on the changing face of world telecommunications

## Many flowers bloom

THE TRANSFORMATION of telecommunications across Europe over the past few years has presented tremendous and undeniable challenges to the users and producers of information technology. Separating the trends from the shifting fog of change is another matter, however.

Mr Richard Hooper, special adviser on the information industry to PA, the consulting group, says sharply: "I hate the word de-regulation. I don't think it's happening."

He says the experience over the last decade in the UK and the US - two of the countries furthest down the process of change - is rather different. There has certainly been a growth in "liberalisation" with the injection of a greater degree of competition into the sector.

But it has been accompanied by a growth in regulation. In the UK, for example, there has been the creation of OfTEL, the UK office of telecommunications regulation.

As a result, Mr Hooper prefers to characterise the last 10 years as a time of "re-regulation".

"The key is how much competition do you permit," he says. "That is the fundamental European issue. There is no doubt that we are seeing competition. But the questions are where and how much."

Terminology aside, he segments Europe very broadly into three categories on a spectrum of liberalisation. The UK, in common with the US and Japan, has overhauled telecoms more than most. The basic infrastructure itself has been freed from public control, alongside more peripheral aspects of the service.

Pressures for further change in the UK nevertheless remain. Sprint, the US company, has made it clear it is interested in operating within the UK, but it will insist on access to profitable international routes from which new suppliers are currently barred.

Mr Laurence Heyworth, a telecoms analyst with Robert Fleming, the securities house, says:

"The UK has gone quite a long way down the road but it has hesitated in going the whole hog. If it allowed competition on international routes, the rates would fall dramatically. BT would have to raise domestic rates. Mercury's financial viability might be questioned, and it would lead to political trouble."

Germany and most of the north European countries, by contrast, hold an intermediate position in Hooper's typology, with some restrictions removed.



Callers in Britain: more competition and more regulation

Germany has not yet liberalised its network and voice systems, for example.

"Sooner or later there will be pressure for Germany to allow two suppliers of telephony and infrastructure," he says. He suggests that this will result in a toughly-contested battle with the Bundespost, which will argue it needs to be protected from competition, particularly after it has invested heavily in improving communications in the states of the former communist east Germany.

Overall, he sees the northern countries "noticed the British model and said that civilisation didn't end in the 1980s". More controversially, governments saw some evidence that prices had dropped as a result of liberalisation.

Then, he says, it is possible to draw a clear line through Brussels Southwards, in the "Latin countries", he sees a more traditional, state-controlled service, which is likely to change more slowly.

In France, for example, two "sacred monopolies" remain: the infrastructure, including the carriage of data and voice information; and the voice and public switch equipment. These elements remain sacred, he says.

That reflects both a traditional role of the French state in guiding manufacturing pol-

icy, and a sense of social and democratic obligations; that residential services should be cross-subsidised by more profitable national and international business calls to ensure the availability of a comprehensive and affordable phone service to everyone.

The UK has also gone further than most countries, especially, he argues. The Department of Trade and Industry has decided that fundamental questions over the size of the market and how many players should be left to the private sector to determine.

In the case of telepoint, the portable phone system which allows outgoing calls from a lightweight handset held near one of a number of permanent base stations, that has resulted in licences issued to four operators, three of which are now dormant despite large expenditures on the installation of equipment and recruitment of staff.

Hooper believes it is difficult to decide how far these fundamental issues should be left to the market.

"It's not the same as making decisions about supermarkets," he says. The distinction is that telecoms involve the use of a scarce resource, and involve what he calls "the constraint of how many people want to dig

it up". "Even the most liberal Americans would say that it was crazy to go too far. You need some mechanism to help you decide," he says.

The implications for the suppliers and users of information technology are widespread but not clear-cut. Hooper sees "a classic consolidation of the industry" taking place.

Research and development costs are forcing collaboration.

He sees the number of equipment suppliers dropping as a result.

A key question is whether there will be a convergence between computer and telecom suppliers.

Robert Fleming's views are similar. In a research report released this February, it argues that Alcatel Alsthom, the market leader for public telecommunications networks, will survive because of both its size and its geographical and product spread. (This was underlined last week by its purchase of ITT's 30 per cent stake in its main telecoms subsidiary, Alcatel NV.)

Siemens has some of the same advantages, but is heavily dependent on Germany, and is likely to suffer as a result with pending deregulation and privatisation.

Smaller suppliers such as Ericsson and Nokia are already suffering setbacks in delivery volumes.

The future of two companies, and of Ascom, an Ericsson licensee, is considerably more in question, Fleming argues.

Liberalisation has certainly boosted the variety and types of equipment manufactured.

For users, it has meant very good news: there has been a huge increase in the speed, variety and range of telecommunications services provided.

These include cable television, electronic data interchange and video telephony, for instance.

On the one hand, the market has grown substantially in those countries which have been opened up to competition.

On the other, the pace of innovation and the introduction of new competing businesses has also brought price reductions and the demand for quicker delivery.

"In the golden old days, there was a monopoly buyer, and long-term fixed-price contracts," he says. "Now it is much more complicated."

Adds Heyworth: "I don't think you could argue that liberalisation has benefited IT equipment suppliers in the short term. It's more a matter of what could happen in the long term. It is totally inevitable across Europe that telecoms will become entirely competitive."

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The IBM link is not, however, a short-term solution to Siemens' woes.

The deal, in effect, allows the German group to acquire a much-needed technology drive from IBM. But this is not with its costs. The group's semiconductor division, which has not been profitable, received a large injection of capital from the corporate side to cover Siemens' contribution to the joint programme with IBM in DRAMs.

However, it will be some time before Siemens will be able to derive external sales based on the 16-megabit technology it is developing through the IBM link.

The deal is just taking up 4-megabit DRAMs and will not

be ready for 16-megabit technology for some time, says Mr Jim Eastlake, the senior computer industry analyst at Dataquest Europe.

As for SGS-Thomson, the abandonment of the cause by other European groups left it in a rather awkward position.

It remained for the French authorities, led by Mrs Edith Cresson, the prime minister, to come up with an ambitious and highly interventionist plan, announced at the end of last year, to secure the future of the group.

By bringing it under the control of CEA-Industrie, the profitable industrial division of France's atomic energy commission, the scheme aims to provide a stable financial environment that would allow the semiconductor group to make crucial R&D investments.

The French plan to create a national champion in technology is in sharp contrast with the British approach as exemplified by the UK's GEC Plessey, Europe's fourth largest semiconductor group.

A huge debt burden means that Philips does not have much financial leeway.

It withdrew, for example, from certain programmes in static random access memory chips due to the excessive financial burden that those entail.

Siemens, the German group which is soldiering on at the only European manufacturer of dynamic random access memory chips (DRAMs), is looking to its development agreement last summer with IBM to boost the flagging fortunes of its semiconductor business.

The decision by Siemens to co-develop the next generation of silicon memory chips - 16 megabit DRAMs - with IBM was what, in the end, killed the

idea of a strong indigenous group to champion the European cause.

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Hardware makers have never had it so bad, writes Alan Cane

## Cries of desperation

EUROPE'S top computer executives must be wondering if they made the right career choice these days. There are seemingly precious few rewards for staying in the hardware business. The European computer market has always been tough.

Now a combination of the recession, increased competition from the US and Asia and a resistance to buying more computer equipment among their customers has stacked the deck resolutely against European-owned players.

Siemens' computer operations had been making a modest profit, but the merger with the hugely loss-making Nixdorf left it a legacy of unprofitability which it will take time to shake off. To put Europe's troubles in perspective, the computer industry is in trouble world wide. IBM, the world's largest computer manufacturer, lost money last year after taking substantial restructuring charges. Profitability has been much reduced at the leading Japanese suppliers, Fujitsu, NEC and Hitachi. Nevertheless, Europe's market is becoming "international" according to the French consultancy Idats which points out that in 1990 European-owned groups accounted for only 13.8 per cent of the \$278.5bn world IT market, while consuming more than 35 per cent of the total. By comparison, in 1990 Japan accounted for almost a quarter of global production.

There are a number of reasons for Europe's relative weakness in computing. Despite the advent of the single market, Europe remains a series of small markets each with its own computer champion. Insular attitudes have meant that although these companies collaborate in pre-competitive research and in transnational programmes such as the EC's Esprit, it has proved impossible to persuade them to work together on a grand scale for the common good.

These days, in any case, the wisdom of such an approach is open to question. Small, agile firms able to respond quickly and flexibly to customer needs would seem to have the advantage over centralised and monolithic bureaucracies. IBM, for example, is trying to restructure itself in the form of a series of smaller, specialised units each with profit and loss showing.

Bell's Francis Lorenz: the top 10 manufacturers

factories. There is little talk any more of full-blooded takeovers; the aim is rather to form alliances with stronger partners able to help defray research and development costs and give economies of scale in production.

The world IT market is dominated by US suppliers although Japanese mainframe suppliers are making an impressive showing.

Merger has become, in any event, an academic question for Europe's surviving manu-



Olivetti's Carlo de Benedetti: a master of corporate survival



Bell's Francis Lorenz: 10th biggest manufacturer

plans to pump millions of francs into Groupe Bull are acceptable.

It is, however, prepared to provide the impetus for what has become known as the European Nervous System, a transnational computer network designed to help to co-ordinate aspects of social policy throughout the community.

The options open to Europe's manufacturers are narrow and getting still narrower. They are all heavily overstaffed and must lose people on a large scale.

In the case of Olivetti, it required six weeks of negotiations to persuade the Italian government and trade unions to agree to a cut of 1,500, far short of the 2,200 the company was hoping for.

They must also look for niche markets which play to their strengths. Now only IBM hope to cover every area of the hardware business. Groupe Bull, after a protracted discussion period, has signed a broad strategic alliance with IBM giving it access to the US giant's expertise in reduced instruction set computing (risc) as well as a market for portable computers from its Zenith Data Systems subsidiary. IBM, in return, benefits from Bull's expertise in multiprocessing and networking. The deal gives Bull substantially more credibility in the marketplace. Mr Francis Lorenz, Bell chairman, is looking more relaxed than for many months.

Siemens and Nixdorf have yet to settle into a comfortable working relationship. Broad cultural differences between the two companies are said to be causing difficulties and delaying the synergies expected of the merger. This is common in the computer business, where troubled mergers are more common than successful ones. It took ICL years to paper over the joins between English Electric, Ferranti Computers and other companies which went into the making of the former British computer champion.

If there is a future for a European Commission, while anxious to help indigenous producers, has turned its face against subsidies or other means of providing aid which might be seen as anti-competitive.

It is still considering whether French government

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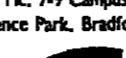
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## INFORMATION TECHNOLOGY IN EUROPE 8

Mobile phone calls will soon span the Continent, writes Neil Buckley

## A boost for push-button power

MOBILE telephones will soon become truly mobile. Within the next two years, it should be possible to drive from Helsinki to Rome and use the same handset anywhere along the route.

It is an impressive vision, although it has been taken rather longer than was originally hoped. Fifteen countries signed the memorandum of understanding in 1987 to set up the pan-European cellular communications network, with a target of July 1991 for the launch of a service covering at least each country's capital city. Problems with the technology, wrangles between dif-

**Mobile users will be able to make and receive phone calls in any country in the European system**

ferent manufacturers and other delays meant that by the end of 1991 only a handful of countries had anywhere near a functioning system.

"I think the original targets were a bit tongue-in-cheek," says Mr Chris Gent, managing director of Vodafone, one of the UK's two cellular phone operators. "They needed to give people some sort of impetus, but the fact that we have got as far as we have is quite an achievement."

The aim of the initiative - called GSM, the Groupe Spéciale Mobile - was to set up a standardised cellular network for the whole continent, run by individual operators in each country.

Mobile phone users will be able to make and receive calls in any country in the system. Their phone will register on the country's network when it

is switched on, and the network will record and regularly update its location so that incoming calls are automatically rerouted.

System users' details will be recorded on a "smart" card, the size of a credit card, containing a microchip. When this is plugged into the slot in a GSM phone, the phone will temporarily "adopt" the user's number, and all calls will automatically be billed to the card owner. This will allow users to travel without their own phones, but use standard handsets fitted in hire cars, for example.

In addition to standard facilities such as call hold, call transfer and multi-party, a "short message" service will allow messages of up to 160 characters to be sent to a subscriber and stored even when the phone is turned off.

A cell broadcast facility will allow short messages - for example, warnings of traffic delays or accidents - to be sent to all phones within a certain geographical area.

Perhaps most importantly, the system will be fully digital, improving both voice and data transmission.

Digital encryption also makes calls virtually invulnerable to interception, making the system suitable for police and the military.

Fax and data transmission will be much faster than in existing systems at 9,600 bits per second, and as the system is digital modems will not be required.

GSM is at last becoming a reality, although it seems unlikely that all these features will be available before the end of 1994. And there are still some teething problems.

While the technological challenges presented by the system itself have been largely over-

come, testing equipment to ensure products meet the system's exacting standards is still being developed. For example, while Telecom Finland and the UK's Vodafone successfully tested the first sections of their GSM systems last year, neither is able to sell any phones.

"It is," as a telecoms expert put it, "a bit like building a beautiful motorway and there being no cars to run on it."

To speed up the process, an interim testing standard has been adopted, less exacting than the full specification, and testing equipment should be available before the summer.

Technical challenges have been solved but testing equipment for the new products is still being developed

This could mean, however, early subscribers to GSM facing the possibility of having their equipment recalled if it fails to pass the more stringent full tests later next year.

There are other possible incentives. GSM phones will initially be much more expensive in the UK - between £1,200 and £1,500 (\$2,100 and \$2,625), against the £200 to £400 paid for existing analogue cellphones, although the difference in price will be less in other countries where analogue phones are more expensive. They will also be much bigger, and more than twice the weight.

Most operators are confident that economies of scale will allow for a swift drop in prices, and that, having successfully developed suitable digital hardware, manufacturers will now concentrate on miniaturisation.

Mr Damien Callaghan, a spokesman for Cellnet, Vodafone's competitor in the UK market, says: "GSM is not a technology issue, it's a marketing issue. Initially our salesmen face the challenge of selling something that is bigger, more expensive, doesn't do as much, and can't be used in as many places as our existing product. By 1994, however, we believe all that will have changed."

Cellnet is introducing its own GSM service later this year. Vodafone, whose service was launched last December, says it expects to provide nationwide coverage by the end of 1993.

Before that it plans to launch a second service on the back of GSM, which could prove a blueprint for similar systems in Europe.

The Micro-Cellular Network, or MCN, will be a low-cost urban-based portable telephone service aimed at domestic consumers.

Call charges are expected to be cheap, from only 10 pence (\$0.17) a minute within a user's home town, to 20 pence a minute for national calls. If they occasionally roam further afield, MCN subscribers will be able to access the nationwide and pan-European GSM service albeit at a premium rate.

Mr Gent believes the UK mobile communications market could be as large as 7m by the end of the century, with the as yet untapped domestic market accounting for half of this.

This venture and similar ones elsewhere in Europe will face competition from the domestic market from Personal Communications Networks. These will comprise pocket-sized phones using higher-frequency 1.8GHz (Gigahertz) radio signals over shorter distances to

link users to traditional telephone exchanges via a system of relay stations.

Supporters argue that PCN has a number of advantages over GSM, including smaller phones, and a greater network capacity as cells are smaller, and so the same frequency spectrum can carry a greater volume of calls.

Three UK companies - Microtel, Unitel and Mercury communications - are developing PCNs, with the latter two having agreed to share much of the infrastructure and already installing it.

On a Europe-wide basis, however, GSM remains the

most important advance since the development of cellular phones. It is also a catalyst which is changing the way European telecommunications operate. Many countries are using it to introduce competition to nationalised monopolies.

It looks likely to spread into eastern Europe, where, as demonstrated in east Germany, cellular systems can be a cheap and effective way of introducing a business communications system.

Whether it will go any further is doubtful. While Australia, New Zealand, and some Middle Eastern and African countries have shown interest in GSM, both the US and Japan have plumped for different standards.

The dream of a global mobile communications system remains some way off.



Any place, any time: making a cellular call on London's Thames Embankment

## SOFTWARE AND COMPUTER SERVICES

## Battleground where giants contend

SCS is the cockpit for the latest round in the battle of the information technology giants - the struggle for a leading position in software and computer services (SCS).

SCS is a heterogeneous sector, difficult to define and analyse. In Europe, there may be as many as 16,000 small SCS companies as well as a small number of large ones, not one of which has more than a few per cent of the market.

The sector comprises, however, five broad areas of activity.

• First, there is consulting services, including the development and management of IT strategy. The consulting arms of the large accounting firms, Andersen Consulting, Price Waterhouse, Arthur Young and so on have traditionally had a strong position in this area, as have the US management consultancies McKinsey and CSC-Index.

Few European owned consulting firms have the global perspective and coverage of these large players, nor have they the financial muscle to stay at the forefront of research and development.

• Second, processing services. Computer bureaux offering simple data processing services to companies without their own computers are effectively extinct, killed off by the growth of the microcomputer (although a few companies have maintained a thriving business in payroll processing).

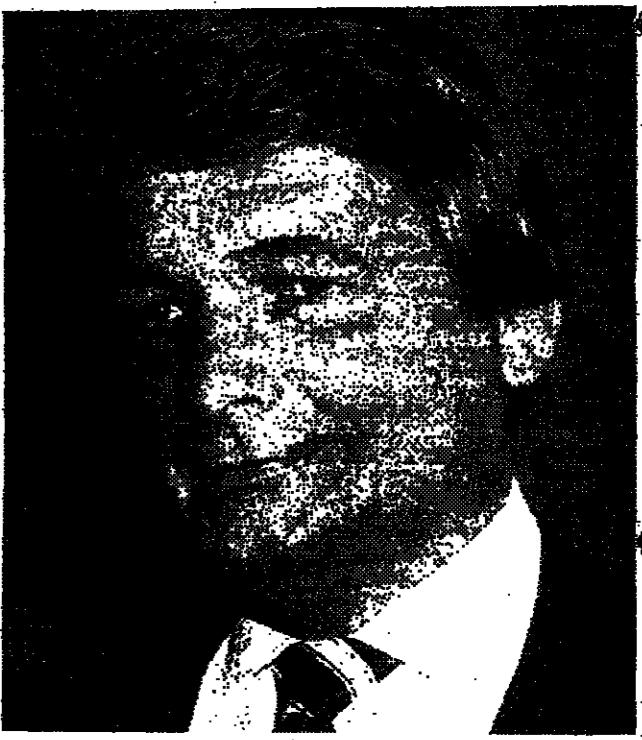
Today encompasses sophisticated activities like facilities management and data network management. Cap Gemini Segid (CGS) of France, Sema Group of the UK/France and Electronic Data Systems of the US are among the leaders.

• Third, professional services. The traditional stamping ground for SCS companies this includes technical assistance, business software, industrial software, training and education. The leaders include CGS, Sema Group of the UK/France and Volmec of Holland.

• Fourth, software packages. This area has always been dominated by US companies; when manufacturers were at the heart of the computer business, financial packages from Management Science America and McCormick & Dodge were the principal competition to bespoke solutions written by European companies. Now major US microcomputer software suppliers like Microsoft, Lotus Development Corporation and WordPerfect have lion's share of a market in which few European companies have any presence.

• Fifth, systems integration (SI). SI has many definitions, but essentially means putting together the best mix of software and hardware to solve a customer's IT problem. Large SI contracts are often let on a fixed price basis and demand considerable expertise on the part of the computing services company if costly delays and overruns are to be avoided.

SD-Scicon, a UK computing services company in which British Aerospace held a stake, was sold last year to EDS of the US after more than a dozen fixed price contracts slipped out of control leading to more than £20m in losses.



CGS president Serge Kampf: among the leaders

Unlike the hardware business, where Europe has little to offer, it has a range of skills in software and services that are the equal of any. It has, however, few companies with the size, finance and skills of EDS, the computer services arm of General Motors.

An exception is Cap Gemini Segid, the largest SCS company in Europe with annual sales of about FF10bn. It has pursued an aggressive acquisition policy at home and abroad with the intention of building a company with strengths in France, the rest of Europe and North America.

To date, few European software houses have made much of an impact outside their home countries. SAP of Germany is, however, having considerable success providing to large corporations who are beginning to standardise world-wide on its product.

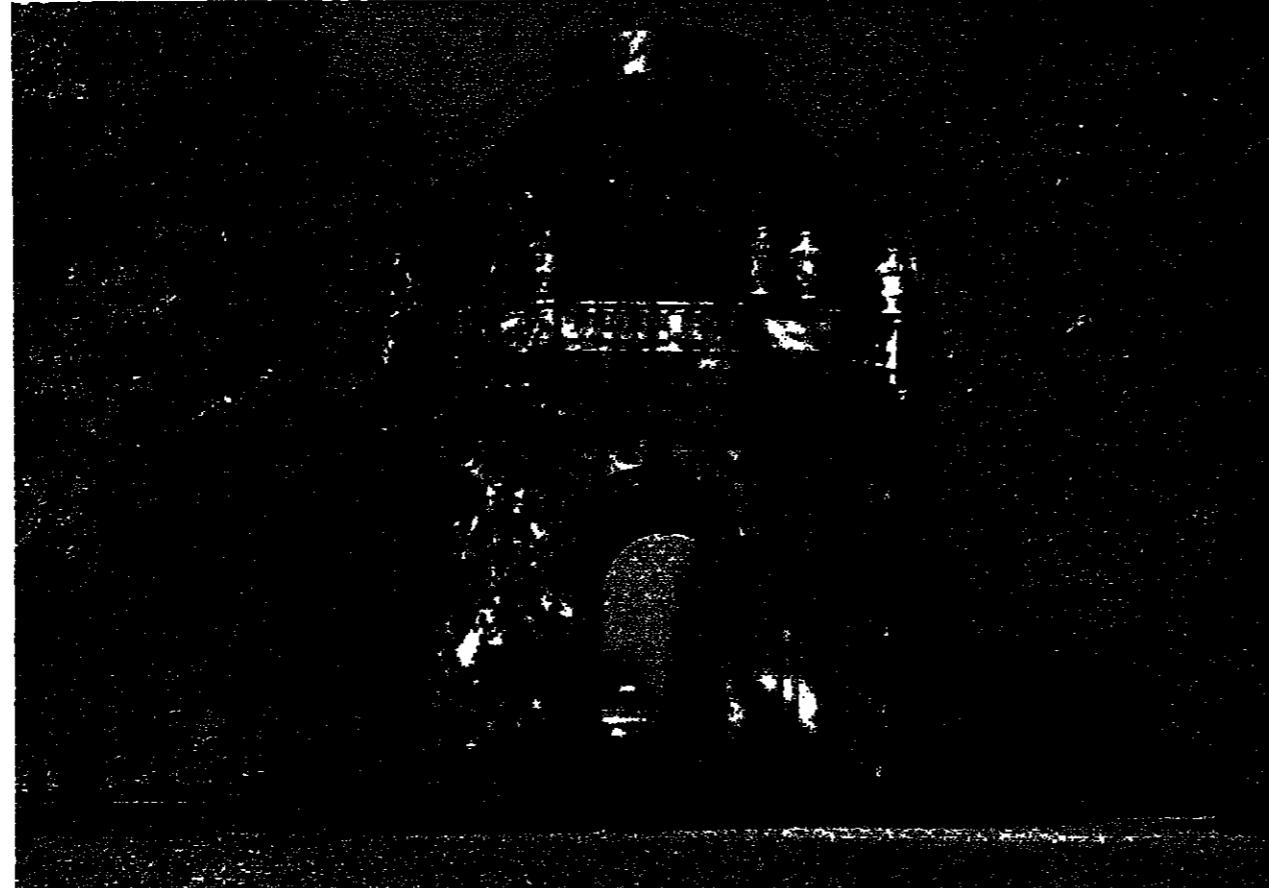
Microfocus of the UK continues successfully to sell software tools which make it simpler to write programs in Cobol, the most common business computer language.

There is, however, no real European challenger to the major US packages like Microsoft's MS/DOS and Windows 3.0 or Lotus Development Corporation's 1-2-3 spreadsheet. And none is likely to appear unless the European Commission can bring about a speedy harmonisation of national traits and practices. Europe remains a collection of small, heterogeneous markets where software cannot be moved easily from country to country.

European countries lack the skills in international marketing and distribution necessary to succeed overseas, especially in the US. An interesting test case is Sage Group of the UK, a successful supplier of low-cost accounting software in its home market, which has bought a somewhat similar US company, DacEasy Inc, of Dallas, which has been selling its accounting software internationally.

Alan Cane

*The pavilion you can't afford to miss at CeBIT.*



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